



CITY OF NEW ORLEANS

# QualityofLifeSTAT

December 19<sup>th</sup>, 2013

(Reporting Period: November 2013)

[www.nola.gov/opa](http://www.nola.gov/opa)



QualityofLifeSTAT January 16, 2013

# Agenda

- Introduction and Announcements
- Open and Effective Government
- Sustainable Communities
- Public Safety
- Children and Families



# Purpose and Scope

**Purpose:** The Landrieu Administration developed a strategic framework to map out the City's overall direction. The framework links services, programs, strategies, objectives, and goals to the City's mission, values, and vision, and incorporates performance measures to assess performance.

In QualityofLifeSTAT, City leaders and managers review key performance results related to citizens' quality of life. In order to improve results, City leaders and managers review and assess progress achieved, overall trend data, and the likelihood of meeting performance targets. For programs at risk of not meeting targets, leaders and managers identify prospects and tactics for performance improvement, and make adjustments to operational plans as needed. To account to citizens and Councilmembers for the spending of resources provided, QualityofLifeSTAT meetings are open to the public.

**Scope:** QualityofLifeSTAT focuses on Citywide topics that lead to a perception of neglect and are reported frequently to multiple sources (e.g. 311, Councilmembers, department heads, the NOPD, and at community meetings). QualityofLifeSTAT does not focus on performance managed in other STAT programs or initiatives, nor does it include in depth discussions of complaints about specific locations.

***Questions and Comments:** Index cards are available to the public at the sign-in table, which can be used to submit questions and comments or to report specific issues. Throughout the meeting, completed cards will be reviewed. General questions and comments may be discussed by the group and specific issues will be assigned to departments.*



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# City Strategic Framework

## Mission

The City of New Orleans delivers excellent service to its citizens with courage, competence and compassion.

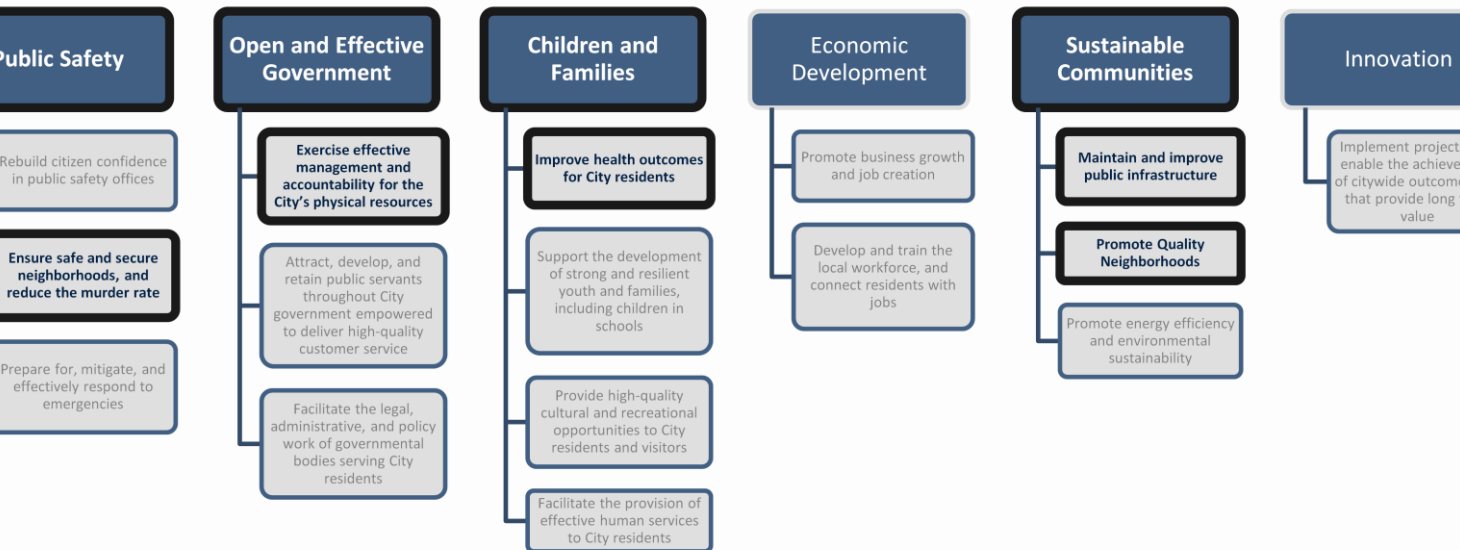
## Values

Integrity, Excellence, Transparency, Teamwork, Responsiveness, Innovation, Diversity and Inclusion

## Vision

New Orleans is a model city. We are a unified city. We are a creative city.

## Result Area Goals and Objectives



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# Open and Effective Government

**Goal: Ensure sound fiscal management and transparency, promote effective, customer-driven services and foster active citizen engagement in City government.**

## Objectives and Strategies

## Outcome Measures

### Exercise effective management and accountability for the City's physical resources

1. Effectively steward the City's financial resources
2. Manage the City's information and analyze the City's performance data
3. Manage vendor relationships and provide oversight of City contracts
4. Responsibly support the City's capital assets

- Bond ratings (S&P, Fitch, Moody's)
- Comprehensive Financial Statement Audit Opinion
- Property tax collection rate (two year)
- Satisfaction with ITI services
- Average number of respondents to bids and RFPs

### Attract, develop, and retain public servants throughout City government empowered to deliver high-quality customer service

1. Cultivate a high-quality City workforce
2. Provide fair and reasonable benefits to City employees and retirees

- Turnover rate
- Employee engagement and satisfaction (specific questions TBD from an internal survey)

### Facilitate the legal, administrative, and policy work of governmental bodies serving City residents

1. Govern the City with integrity and accountability
2. Defend the City's legal interests
3. Promote civic engagement
4. Facilitate, link, and leverage resources with external organizations

- Citizen satisfaction with overall government services (UNO Quality of Life Survey)
- Philanthropic resources secured



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# 311 Dashboard -

Request Closure Rates Remained Biggest Challenge

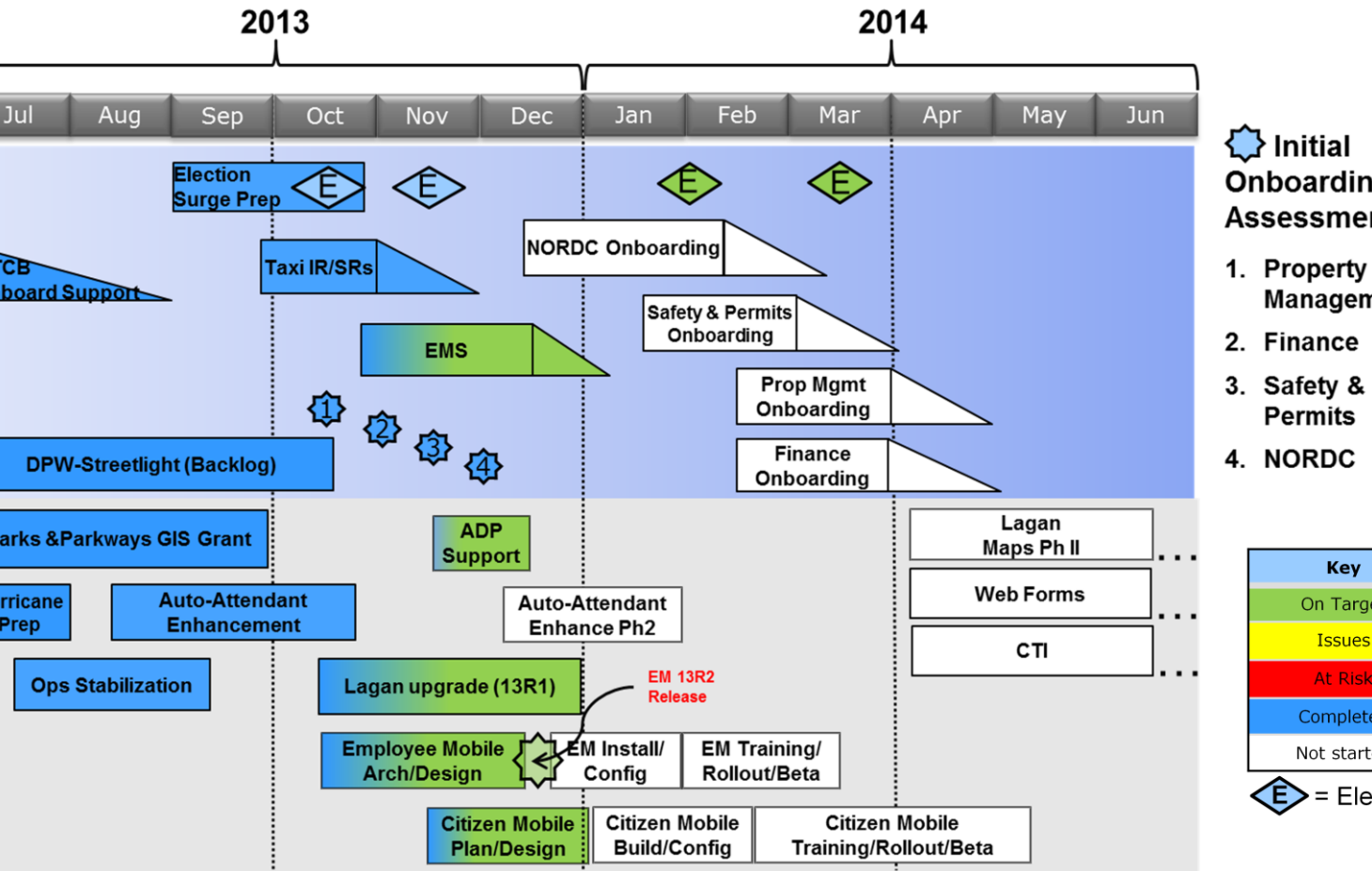


## Existing Onboarded Departments

| Onboarding Metrics   | Code Enforce                                     | DPW Main.                | DPW Parking | DPW Traffic   | Health | MTCB   | Parks & Parkways | Sanitation                    | Taxi                          |
|--|--|--------------------------|-------------|---|--------|--|------------------|-------------------------------|-------------------------------|
| Timeliness to Close Requests<br>(Closed cases meeting target<br>> 80%, 50-80%, <50%) |  |                          |             |   |        |  |                  |                               |                               |
| Request Closure Rate<br>(Closed Cases >= New Cases<br>Yes/No)                        |  |                          |             |   |        |  |                  |                               |                               |
| Backlog to Closed Requests<br>Ratio<br>(1-4, 5-7, >=8)                               |  |                          |             |   |        |  |                  |                               |                               |
| 311 Tool Usage<br>(Resources actively managing<br>cases using Lagan)                 |  |                          |             |   |        |  |                  |                               |                               |
| <b>OVERALL</b>   |  |                          |             |   |        |  |                  |                               |                               |
| <b>Actions Pending</b>   | Note:<br>Closures<br>reflect Lagan,<br>not LAMA. | Address case<br>backlog. | -           | Address case<br>backlog.<br>Actively<br>manage cases<br>in 311. | -      | Establish<br>Expected<br>Days to Close<br>Target(s). | -                | Address<br>vendor<br>backlog. | Note:<br>Launched<br>10/30/13 |



# 311 Roadmap



# Sustainable Communities

**Goal:** Support sustainable communities that integrate quality housing, transportation, schools, commercial development, energy efficiency, parks and green space, flood protection and cultural assets.

## Objectives and Strategies

### Maintain and improve public infrastructure

1. Maintain and improve road surface infrastructure
2. Consistently implement Complete Streets philosophy in streets investments
3. Effectively administer the City's capital improvements program
4. Optimize the City's subsurface drainage infrastructure to ensure resilient neighborhoods

## Outcome Measures

- Citizen perceptions of condition of streets (UNO Quality of Life Survey)
- Mean travel time to work (American Community Survey)
- Percentage of workers commuting to work by means other than driving alone (including carpooling, public transportation, biking, and walking)

### Promote Quality Neighborhoods

1. Reduce blighted properties by 10,000 by the end of 2014
2. Provide effective sanitation services to residents and businesses
3. Protect and preserve parks and other green spaces
4. Regulate land use to support safe, vibrant neighborhoods and preserve historic properties

- Blighted residential addresses or empty lots (GNOCDC analysis of USPS data)
- Citizen perceptions of parks and recreation (UNO Quality of Life Survey)
- Citizen perceptions of trash pickup (UNO Quality of Life Survey)
- Citizen perceptions of general quality of life (UNO Quality of Life Survey)
- ParkScore (based on acreage, service and investment, and access) (Trust for Public Land)

### Promote energy efficiency and environmental sustainability

1. Restore the City's marshes and coastline
2. Promote green energy and other sustainability measures
3. Remediate brownfields, lead, and other environmental hazards

- Percentage of days with healthy air quality (EPA)
- Health based drinking water violations (EPA)
- Certified green buildings (US Green Building Council)
- Land acres in Orleans Parish (US Geological Survey)




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**Responsible Organization:**  
Department of Public Works  
(DPW)

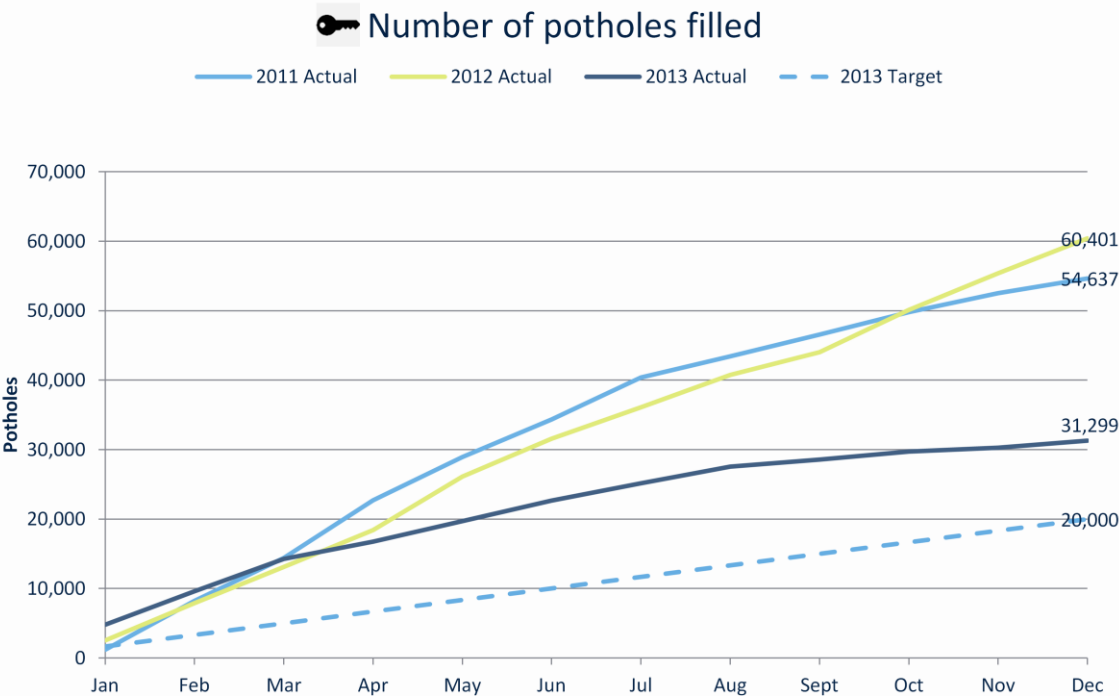
**Data Source:**  
DPW Weekly Maintenance  
Reports

**Related Strategy:**  
Maintain and improve road  
surface infrastructure

- Legend:**
- On Target
  - Within 10% of Target
  - Off Target

 Key measure that  
best indicates whether City  
activities are achieving the  
desired results

DPW has far exceeded its annual target of 20,000 potholes filled.



| 2011   |             | 2012   |             | 2013       |               |           |
|--------|-------------|--------|-------------|------------|---------------|-----------|
| Actual | Target Met? | Actual | Target Met? | YTD Actual | Annual Target | Status    |
| 54,637 | On Target   | 60,401 | On Target   | 30,259     | 20,000        | On Target |

Responsible Organization:  
Department of Public Works

Data Source:

1

#### Definitions:

**Service Request:** A 311 call requesting the City to perform a specific task.

**Open Request:** A service request that has not been completed.

**Closed Request:** A service request that has been completed.

#### Related Strategy:

Maintain and improve road surface infrastructure

#### Notes:

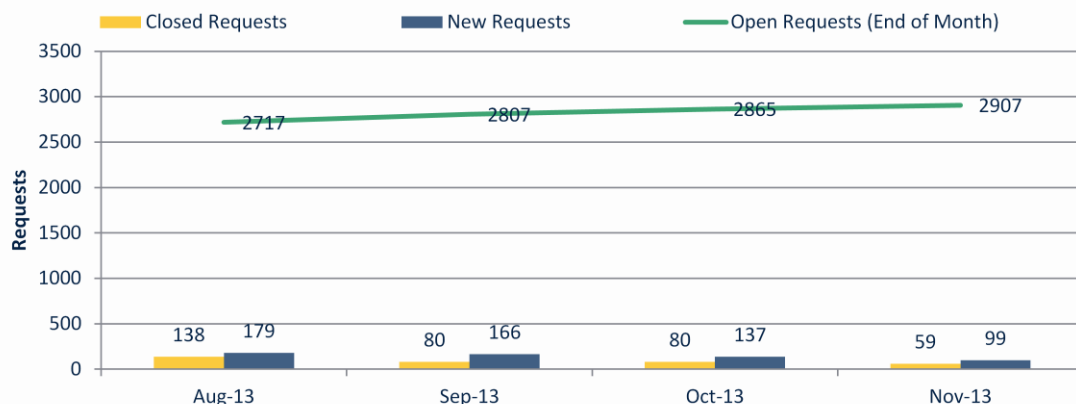
Expected days to close, developed in 2012: 60-365 days.

While 311 pothole/roadway surface repair reflects maintenance crew and pothole filler activity, the pothole killer requests are not systematically captured at this time.

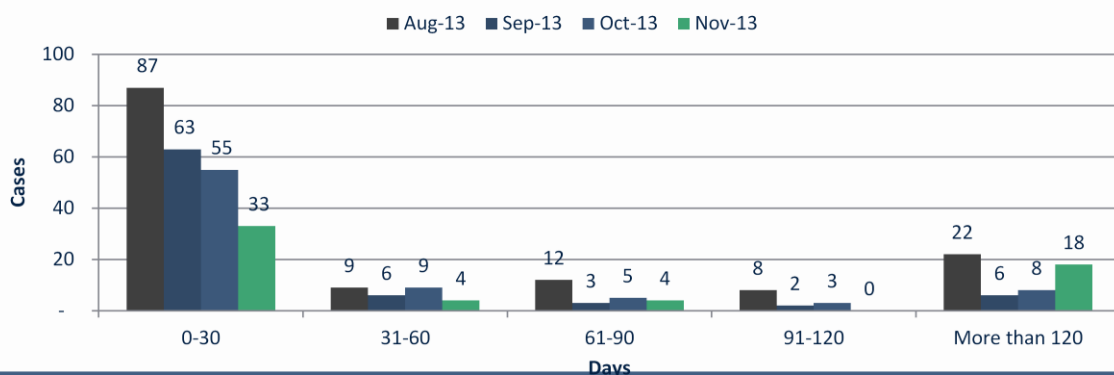
In rare instances, a 311 service request is reopened after being previously closed. In such cases, this may result in the number of open requests not tying exactly with the number of closed and reopened cases.

## The backlog of 311 pothole service requests continued to increase.

### Pothole/Roadway Surface Repair



### Days to Close Pothole/Roadway Surface Repair



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Responsible  
Organization:  
Department of Public  
Works

Data Source:  
11

Related Strategy:  
Maintain and improve  
road surface  
infrastructure

Note:  
In rare instances, a  
311 service request is  
reopened after being  
previously closed. In  
such cases, this may  
result in the number  
of open requests not  
aligning exactly with the  
number of closed and  
reopened cases.

## All other DPW maintenance 311 service requests backlogs increased.

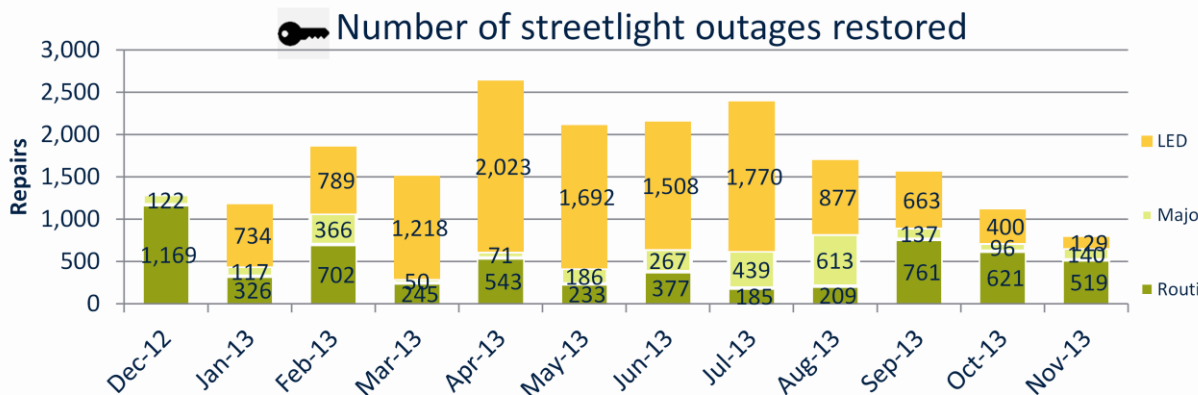
| Service Request (SR)         | Open<br>SRs<br>(11/1) | New<br>SRs | Closed<br>SRs | Open<br>SRs<br>(11/30) | Δ from<br>Prior<br>Period | Avg. Age<br>of Open SR | Avg. Days<br>to Close |
|------------------------------|-----------------------|------------|---------------|------------------------|---------------------------|------------------------|-----------------------|
| Manhole Cover<br>Maintenance | 142                   | 19         | 12            | 150                    | 8                         | 397                    | 7                     |
| Road Shoulder Repair         | 220                   | 8          | 3             | 226                    | 6                         | 361                    | 182                   |
| Sidewalk Repair              | 608                   | 35         | 23            | 621                    | 13                        | 409                    | 6                     |
| Street Flooding/Drainage     | 2383                  | 89         | 63            | 2409                   | 26                        | 405                    | 91                    |
| Subsidence                   | 148                   | 30         | 10            | 168                    | 20                        | 84                     | 25                    |

### 311 Issues

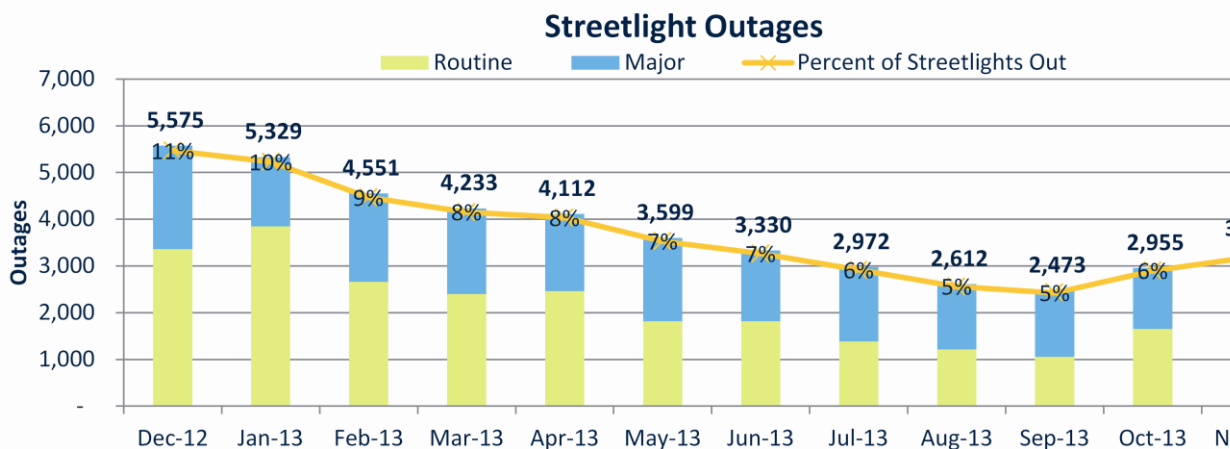
| Responsible Parties | Issue/Status  | Due      |
|---------------------|---|----------|
| M. Jernigan         | Service request expected days to close are set to 365 days. Need to review and revise.  | Past Due |
| M. Nolan            | Significant case backlog exists. Resources/funding unavailable to address requests. 6,481 open cases at end of November 2013. | Ongoing  |



## Streetlight outages continued to increase to over 3,000, as anticipated due to the depletion of 2013 general funds for routine maintenance



| 2011   |             | 2012   |             | 2013       |               |        |
|--------|-------------|--------|-------------|------------|---------------|--------|
| Actual | Target Met? | Actual | Target Met? | YTD Actual | Annual Target | Status |
| 10,891 | ❖           | 12,500 | ❖           | 19,006     | 8,000         | ●      |





Responsible Organization:  
Department of Public Works

Source:

and Strategy:

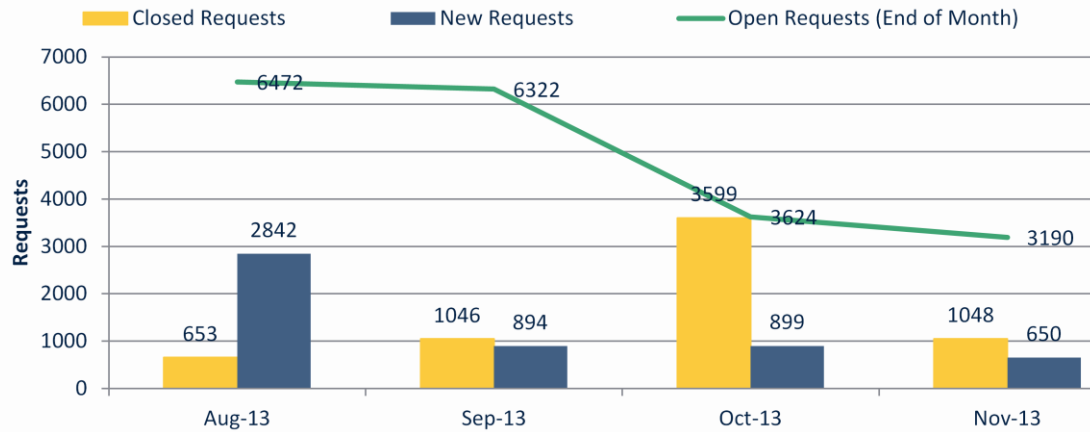
to maintain and improve road  
and infrastructure

estimated days to close,  
reported in 2012: 30-180

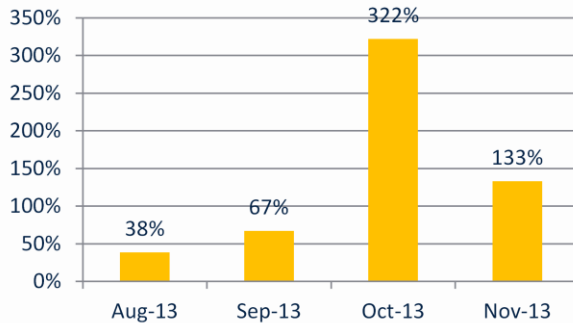
In some instances, a 311 service  
request is reopened after being  
previously closed. In such  
cases, this may result in the  
number of open requests not  
corresponding exactly with the number  
of closed and opened cases.

The backlog of 311 streetlight requests substantially decreased, with the number of 311 streetlight requests now closer to the number of streetlight outages than in previous months.

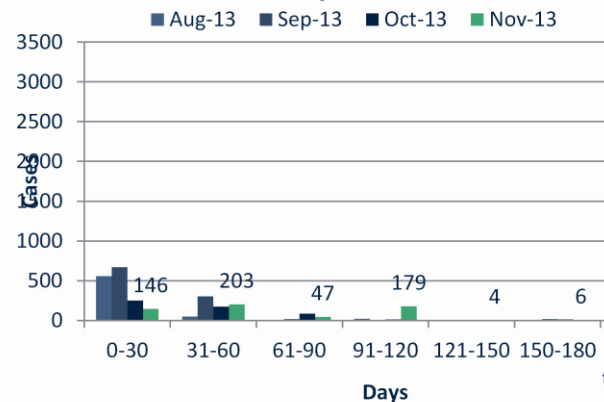
311 Streetlight Service Requests



Closed 311 Requests as Percentage of All Outages Restored



Days to Close



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Responsible Organization:  
Department of Public Works

Source:

Strategy:

Maintain and improve road  
infrastructure

In some instances, a 311  
request is reopened  
if it was previously  
closed. In such cases, this  
results in the number of  
requests not tying  
directly with the number of  
closed and opened cases.

## Among other DPW 311 traffic requests, the street name sign request backlog decreased, while the others increased.

| Service Request (SR) | Open SRs<br>(11/1) | New<br>SRs | Closed<br>SRs | Open<br>SRs<br>(11/30) | Δ from<br>Prior<br>Period | Avg. Age<br>of Open | Avg.<br>Days to<br>Close |
|----------------------|--------------------|------------|---------------|------------------------|---------------------------|---------------------|--------------------------|
| Road Surface Marking | 77                 | 4          | 1             | 80                     | 3                         | 256                 | 1                        |
| Street Name Sign     | 341                | 21         | 148           | 213                    | -128                      | 192                 | 290                      |
| Traffic Sign         | 601                | 34         | 24            | 609                    | 8                         | 307                 | 39                       |
| Traffic Signal       | 227                | 74         | 41            | 259                    | 32                        | 171                 | 2                        |

### 311 Issues

| Responsible Parties | Issue  | Due      | Status   |
|---------------------|--|----------|--|
| A. Yrle             | No Traffic resource actively managing cases in Lagan | Past Due | Resource initially identified in Nov. 2012, and expected to free-up in early 2014. |



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sible Organization:  
 ment of Public Works

ource:

Objective:

e Quality  
 orhoods

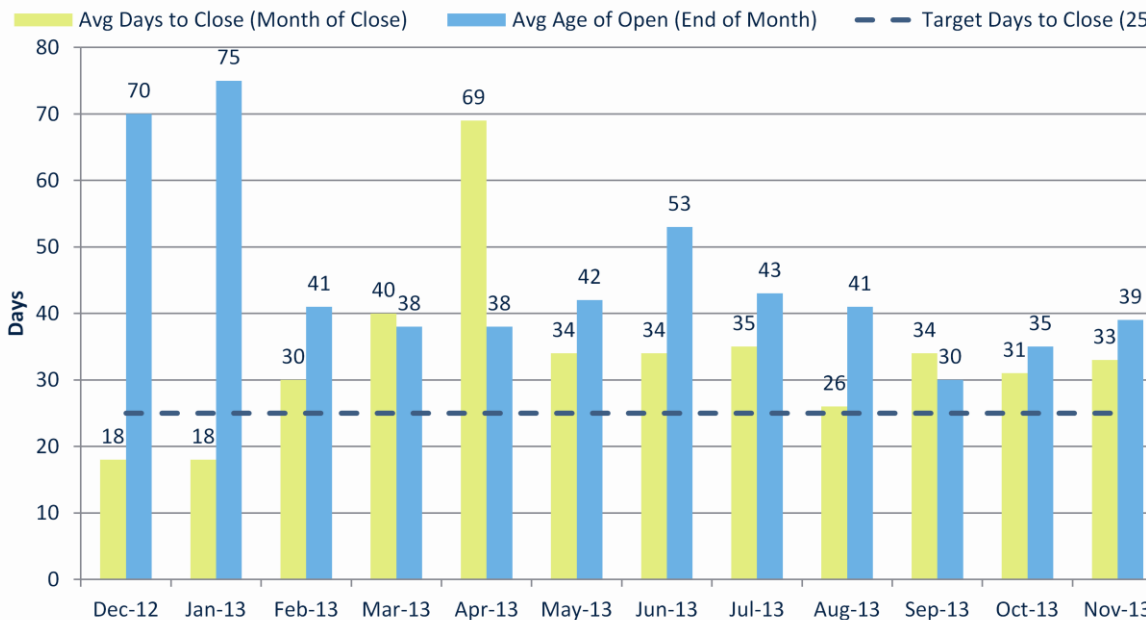
On Target  
 Within 10% of Target  
 Off Target

Key measure that best  
 s whether City  
 s are achieving the  
 results

## DPW remained above the target for number of days to close 311 abandoned vehicle requests



Average number of days to close 311 abandoned vehicle calls



| 2011   |             | 2012   |             | 2013       |               |        |
|--------|-------------|--------|-------------|------------|---------------|--------|
| Actual | Target Met? | Actual | Target Met? | YTD Actual | Annual Target | Status |
| 17     | -           | 18     | ●           | 33         | ≤ 25          | ◆      |



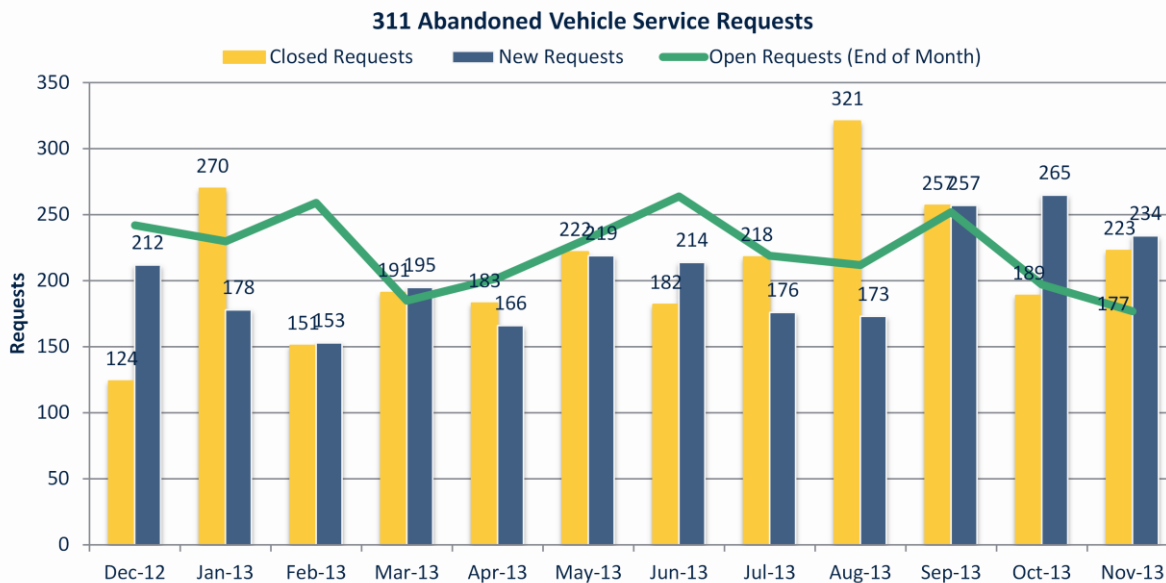
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Responsible Organization:  
Department of Public Works

Data Source:  
11

Related Objective:  
Promote Quality  
Neighborhoods

## The backlog of 311 abandoned vehicle service requests trended downward during the month.



### Action Items

| Date    | Responsible Parties           | Action Item  | Due     | Status  |
|---------|-------------------------------|--|---------|---|
| 11/1/12 | D. Macnamara, J. Soileau, All | Obtain lists of top issues for enforcement, develop enforcement strategy, and train Quality of Life officers | Ongoing | P&P and Sanitation provided lists. DPW is developing a card for officers. DPW and NOPD developed draft procedures for processing parking tickets, and will commence training and ticket book issuance now that special events are complete. |



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**Responsible Organization:**  
Department of Public Works  
(DPW)

**Data Source:**  
DPW Weekly Maintenance  
Reports

**Related Strategy:**  
Optimize the City's subsurface  
drainage infrastructure to  
ensure resilient  
neighborhoods

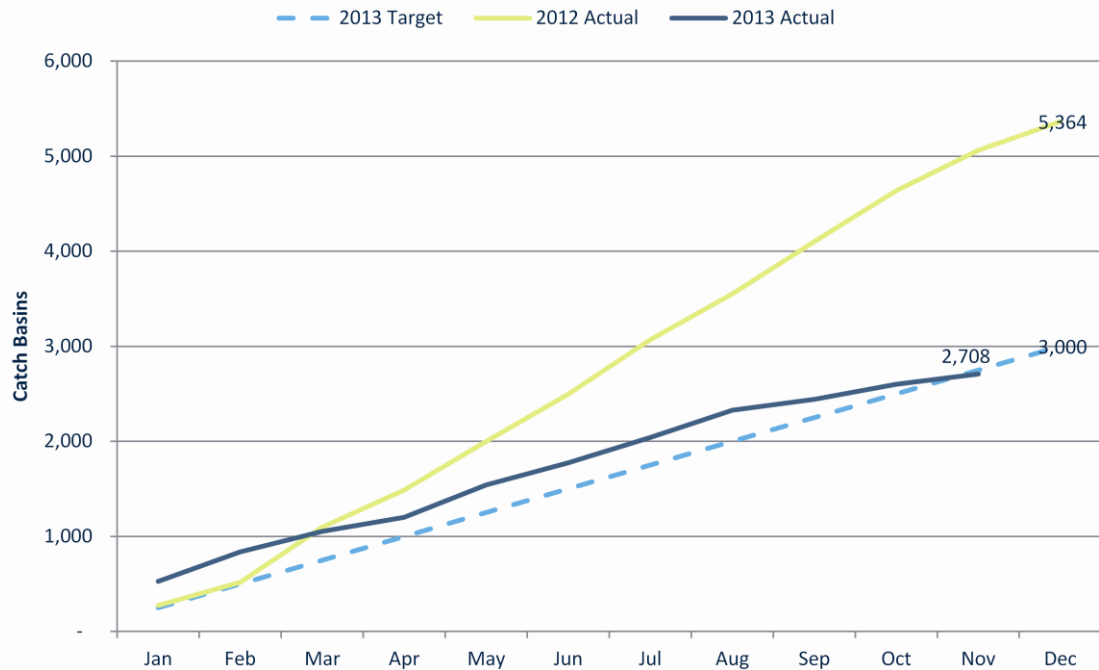
**Legend:**

- On Target
- ▲ Within 10% of Target
- ◆ Off Target

 Key measure that  
best indicates whether City  
activities are achieving the  
desired results

## DPW fell off track on its annual catch basin cleaning target.

### Number of catch basins cleaned



| 2011   |             | 2012   |             | 2013       |               |        |
|--------|-------------|--------|-------------|------------|---------------|--------|
| Actual | Target Met? | Actual | Target Met? | YTD Actual | Annual Target | Status |
| 3,339  | ◆           | 5,364  | ●           | 2,708      | 3,000         | ▲      |



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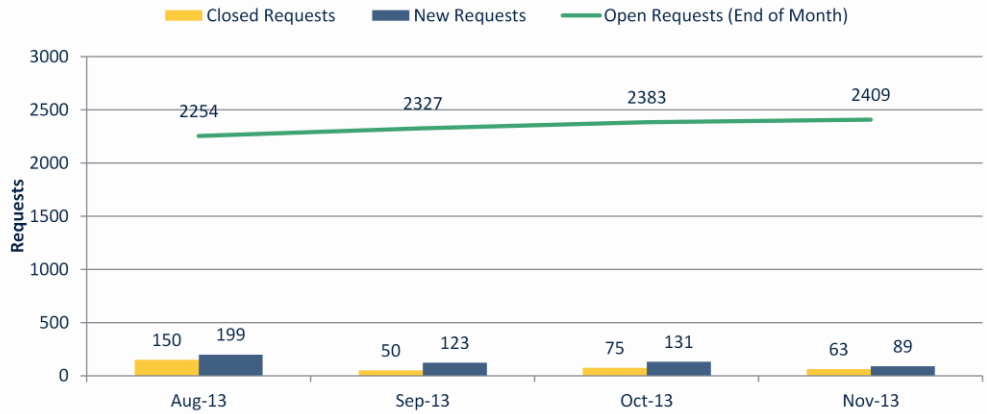
**Responsible Organization:**  
Department of Public Works

**Data Source:**  
311

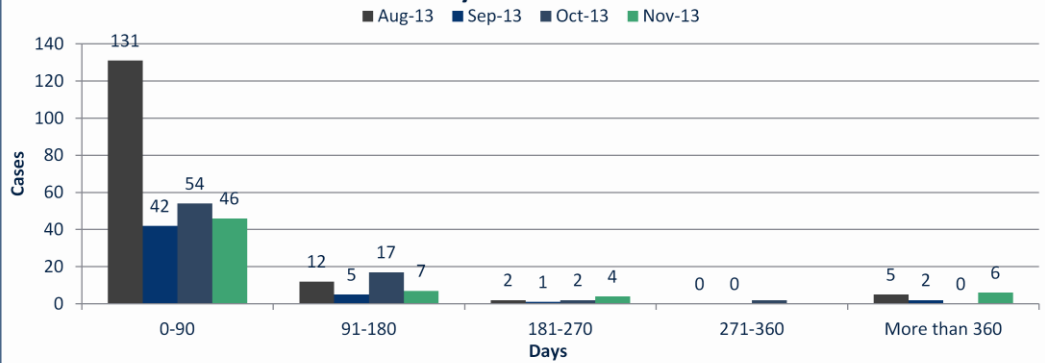
**Related Strategy:**  
Optimize the City's subsurface  
drainage infrastructure to ensure  
resilient neighborhoods

## The street flooding/drainage backlog continued to increase.

**311 Street Flooding/Drainage Service Requests**



### Days to Close



## DPW 311 Issues

| Responsible Parties | Issue/Status   | Due     |
|---------------------|--|---------|
| M. Jernigan         | Identify Interim case status for service requests that have up to 365 day turn-around time. A 311 team member can help with this task if necessary.  | Pending |
| M. Jernigan         | Determine how administrative staff / 311 liaisons can re-prioritize their work to allocate more time to actively manage 311 cases.   | Pending |
| M. Jernigan         | Ensure that each division uses Lagan as the single database of work records.   | Pending |
| M. Jernigan         | Inform 311 which service requests / business processes should be analyzed by Information Technology and Innovation's Service and Innovation team to help identify potential efficiencies / operational improvements. | Pending |



**Responsible Organization:**  
Sewerage and Water Board of  
New Orleans

**Data Source:**  
Sewerage and Water Board of  
New Orleans

**Related Strategy:**  
Optimize the City's subsurface  
drainage infrastructure to  
ensure resilient  
neighborhoods

## Sewerage and Water Board of New Orleans Customer Service Report Indicators of Metric Results November 2013

| Operations Support                   | Goal                           | Goal Met | Within Control Limits | Trend  |
|--------------------------------------|--------------------------------|----------|-----------------------|--------|
| <b>Billing Accuracy / Reasonable</b> |                                |          |                       |        |
|                                      | Meters Read                    | Green    | Green                 | Green  |
|                                      | Estimated Bills                | Green    | Green                 | Green  |
|                                      | High Bill Complaints           | Green    | Green                 | Green  |
|                                      | Adjusted Bills                 | Green    | Green                 | Green  |
| <b>Problem Resolution</b>            |                                |          |                       |        |
|                                      | Customer Contacts              | Yellow   | Green                 | Yellow |
|                                      | Call Wait Time                 | Yellow   | Green                 | Yellow |
|                                      | Abandoned Calls                | Red      | Red                   | Red    |
|                                      | Low Water Pressure             | Green    | Green                 | Yellow |
|                                      | Water System Leaks             | Green    | Green                 | Green  |
|                                      | Sewer System Leaks             | Green    | Green                 | Green  |
| <b>Collections Effectiveness</b>     |                                |          |                       |        |
|                                      | Accounts Off for Non-Payment   | Green    | Green                 | Green  |
|                                      | Receivables 30 to 120 Days Old | Green    | Green                 | Green  |
|                                      | Receivables 120 Days and Older | Green    | Green                 | Green  |

Green = Favorable Variance

Yellow = Minimal Variance / No Action Recommended

Red = Unfavorable Variance / Action Recommended



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**Responsible Organization:**  
Sewerage and Water Board of  
New Orleans

**Data Source:**  
Sewerage and Water Board of  
New Orleans

**Related Strategy:**  
Optimize the City's subsurface  
drainage infrastructure to  
ensure resilient  
neighborhoods

## Sewerage and Water Board of New Orleans Meters Read as a Percentage of Total Meters

**Constituency:**  
Customer Ratepayers

**Objective:** Provide  
Accurate Bills

**Goal:** Read 98% or  
more of meters each  
month

**Currently Meeting  
Goal:** Yes

**Process Operating  
Within Control Limits:**  
Yes

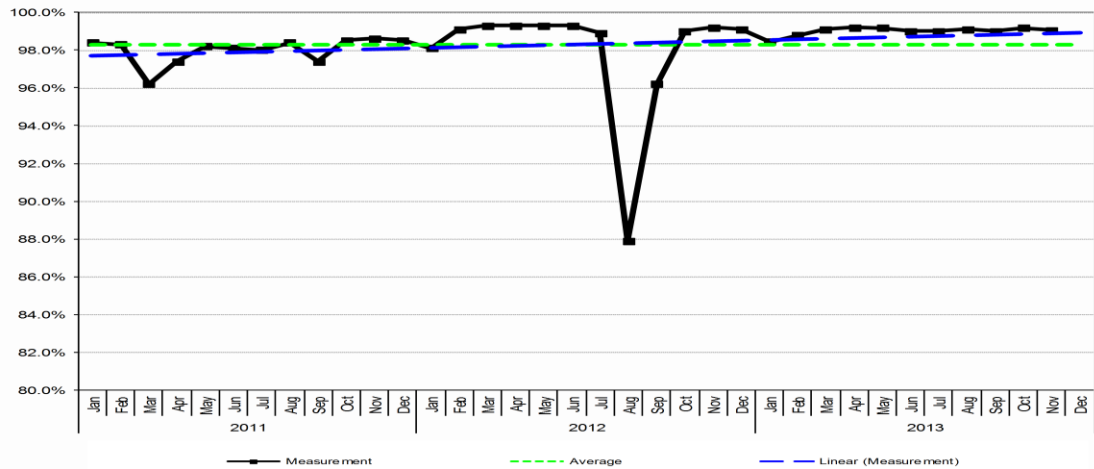
**Trend:** Favorable

### Analysis

The purpose of the customer billing and collection processes is to collect revenues from customer accounts that are billed according to the service rules and are based upon accurate metered consumption. Obtaining an accurate reading is the first step in that process. Staff has maintained a reading rate near or above the goal since since April 2010 except for two months affected by Hurricane Isaac.

### Plans for Improvement

Staff is working to reduce the number of estimated and erroneous readings. Also, the Automated Meter Reading pilot project is also intended to reduce the number of estimated and erroneous readings, as well as to reduce the cost of obtaining a validated reading.



|      | Data Table |       |       |       |       |       |       |       |       |       |       |       |
|------|------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
|      | Jan        | Feb   | Mar   | Apr   | May   | Jun   | Jul   | Aug   | Sep   | Oct   | Nov   | Dec   |
| 2011 | 98.4%      | 98.3% | 96.2% | 97.4% | 98.2% | 98.1% | 98.0% | 98.4% | 97.4% | 98.5% | 98.6% | 98.5% |
| 2012 | 98.1%      | 99.1% | 99.3% | 99.3% | 99.3% | 99.3% | 98.9% | 87.9% | 96.2% | 99.0% | 99.2% | 99.1% |
| 2013 | 98.4%      | 98.8% | 99.1% | 99.2% | 99.2% | 99.0% | 99.0% | 99.1% | 99.0% | 99.2% | 99.1% |       |



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**Responsible Organization:**  
Sewerage and Water Board of  
New Orleans

**Data Source:**  
Sewerage and Water Board of  
New Orleans

**Related Strategy:**  
Optimize the City's subsurface  
drainage infrastructure to  
ensure resilient  
neighborhoods

## Sewerage and Water Board of New Orleans Bills Estimated as a Percentage of Total Bills

**EUM Attribute:**  
**Customer Satisfaction**

**Description:** Provides reliable, responsive, and affordable services in line with explicit, customer-accepted service levels. Receives timely customer feedback to maintain responsiveness to customer needs and emergencies.

**Constituency:**  
**Customer Ratepayers**

**Objective:** Provide Accurate  
Bills

**Goal:** Bill Accounts  
With Less Than 2%  
Estimated

**Currently Meeting  
Goal:** Yes

**Process Operating  
Within Control Limits:**  
Yes

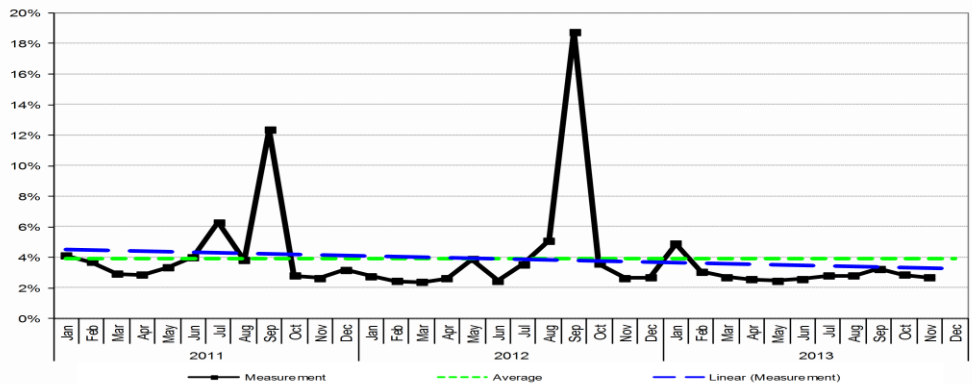
**Trend:** Favorable

### Analysis

A bill is estimated if the meter is not read by the designated billing date. Bills are also estimated when a meter is read and the reliability of the reading is doubtful and the account is placed on an exception report. If the reading is not verified by the billing date, the bill will be estimated. Spikes in estimated bills usually occur when the Meter Reading department is unable to read a large section of meters during extreme weather.

### Plans for Improvement

Current plans are focused on obtaining readings for accounts each month and verifying the reliability of each reading. Future plans will focus on advanced metering infrastructure that allows for readings to be obtained automatically several times daily.



|             | Jan  | Feb  | Mar  | Apr  | May  | Jun  | Jul  | Aug  | Sep   | Oct  | Nov  | Dec  |
|-------------|------|------|------|------|------|------|------|------|-------|------|------|------|
| <b>2011</b> | 4.1% | 3.7% | 2.9% | 2.9% | 3.4% | 4.0% | 6.3% | 3.8% | 12.4% | 2.8% | 2.7% | 3.2% |
| <b>2012</b> | 2.8% | 2.5% | 2.4% | 2.6% | 3.9% | 2.5% | 3.6% | 5.1% | 18.8% | 3.6% | 2.7% | 2.7% |
| <b>2013</b> | 4.9% | 3.1% | 2.7% | 2.6% | 2.5% | 2.6% | 2.8% | 2.8% | 3.3%  | 2.9% | 2.7% |      |



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**Responsible Organization:**  
Sewerage and Water Board of  
New Orleans

**Data Source:**  
Sewerage and Water Board of  
New Orleans

**Related Strategy:**  
Optimize the City's subsurface  
drainage infrastructure to  
ensure resilient  
neighborhoods

## Sewerage and Water Board of New Orleans Investigations from High Bill Complaints as a Percentage of Total Bills

**Constituency:**  
Customer Ratepayers

**Objective:** Provide  
Accurate Bills

**Goal:** Reduce  
percentage over time

**Currently Meeting  
Goal:** Yes

**Process Operating  
Within Control Limits:**  
Yes

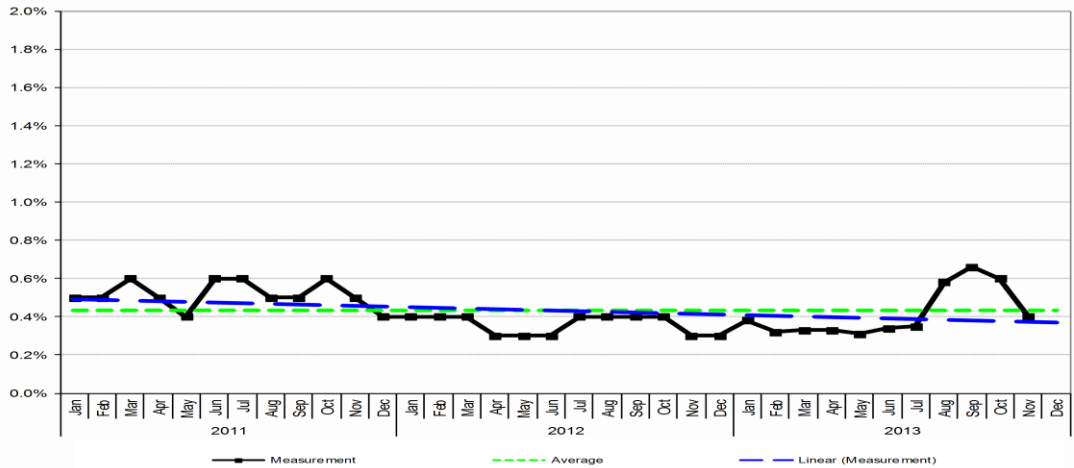
**Trend:** Favorable

### Analysis

Customers request an investigation about their usage when the bill is higher than normal amounts. The higher billed amount may be due to: a leak; one or more estimated readings followed by an actual reading; an erroneous meter reading; or increased water, sewer, or sanitation rates. Before an adjustment can be made, an inspection of the meter and service line must be performed.

### Plans for Improvement

Staff is working to reduce the number of estimated and erroneous readings. Also, the Automated Meter Reading pilot project is also intended to reduce the number of estimated and erroneous readings, as well as to reduce the cost of obtaining a validated reading.



| Data Table |      |      |      |      |      |      |      |      |      |      |      |      |
|------------|------|------|------|------|------|------|------|------|------|------|------|------|
|            | Jan  | Feb  | Mar  | Apr  | May  | Jun  | Jul  | Aug  | Sep  | Oct  | Nov  | Dec  |
| 2011       | 0.5% | 0.5% | 0.6% | 0.5% | 0.4% | 0.6% | 0.6% | 0.5% | 0.5% | 0.6% | 0.5% | 0.4% |
| 2012       | 0.4% | 0.4% | 0.4% | 0.3% | 0.3% | 0.3% | 0.4% | 0.4% | 0.4% | 0.4% | 0.3% | 0.3% |
| 2013       | 0.4% | 0.3% | 0.3% | 0.3% | 0.3% | 0.3% | 0.4% | 0.6% | 0.7% | 0.6% | 0.4% |      |



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**Responsible Organization:**  
Sewerage and Water Board of  
New Orleans

**Data Source:**  
Sewerage and Water Board of  
New Orleans

**Related Strategy:**  
Optimize the City's subsurface  
drainage infrastructure to  
ensure resilient  
neighborhoods

## Sewerage and Water Board of New Orleans

### Bills Adjusted as a Percentage of Total Bills Computed

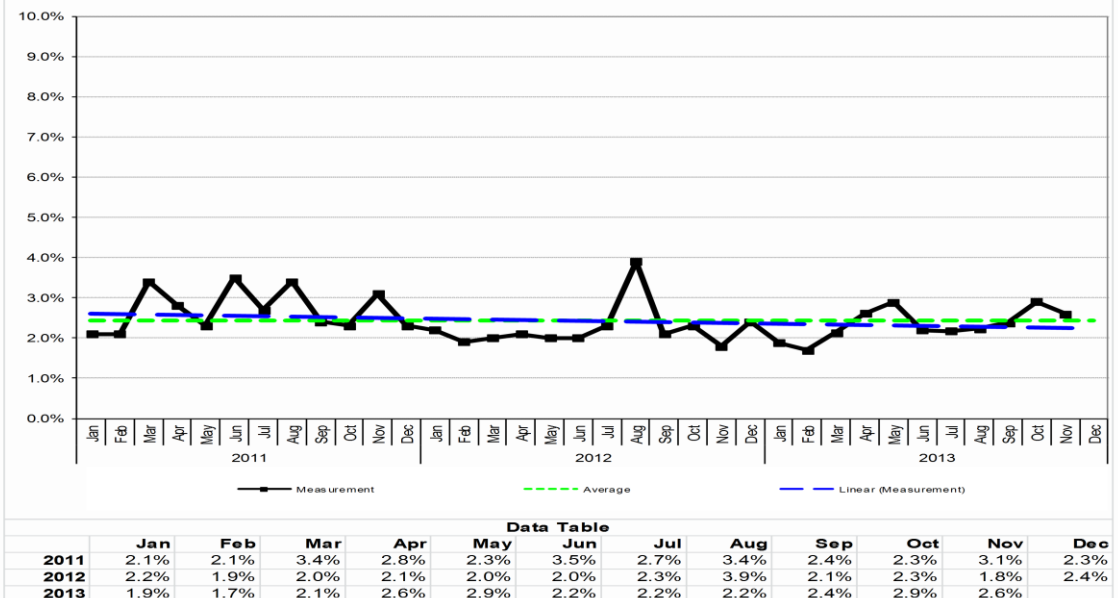
|  |  |   |  |  |
|--|--|---|--|--|
| <b>Constituency:</b><br><b>Customer Ratepayers</b> |  | <b>Objective: Provide</b><br><b>Accurate Bills</b>                      |  | <b>Goal: Reduce</b><br><b>percentage over time</b> |
| <b>Currently Meeting</b><br><b>Goal: Yes</b>       |  | <b>Process Operating</b><br><b>Within Control Limits:</b><br><b>Yes</b> |  | <b>Trend: Favorable</b>                            |

#### Analysis

Customers request adjustments to their bill due to higher than normal amounts. The higher billed amount may be due to: a leak; one or more estimated readings followed by an actual reading; an erroneous meter reading; or increased water, sewer, or sanitation rates. Before an adjustment can be made, an inspection of the meter and service line must be performed.

#### Plans for Improvement

Staff is working to reduce the number of estimated and erroneous readings. Also, the Automated Meter Reading pilot project is also intended to reduce the number of estimated and erroneous readings, as well as to reduce the cost of obtaining a validated reading.



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**Responsible Organization:**  
Sewerage and Water Board of  
New Orleans

**Data Source:**  
Sewerage and Water Board of  
New Orleans

**Related Strategy:**  
Optimize the City's subsurface  
drainage infrastructure to  
ensure resilient  
neighborhoods

## Sewerage and Water Board of New Orleans Total Inbound Customer Contacts

**Constituency:**  
**Customer**  
**Ratepayers**  
  
**Currently Meeting**  
**Goal: Yes**

**Objective: Provide Timely**  
**Information and Respond**  
**Promptly to Requests**  
  
**Process Operating**  
**Within Control**  
**Limits: Yes**

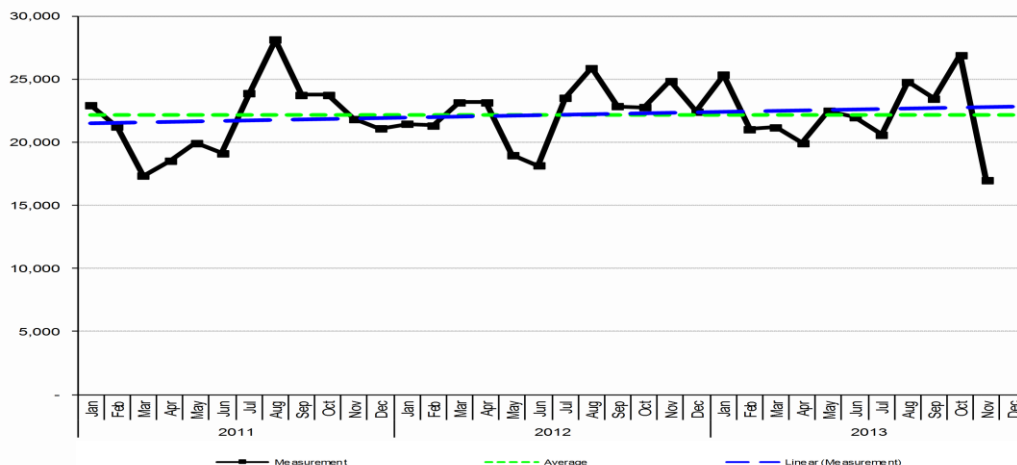
**Goal: Reduce**  
**Triggers of**  
**Customer Calls**  
  
**Trend: Level**

### Analysis

Customers contact the Sewerage and Water Board to start or end service; to request information about their bill; to report concerns about their water service, sewer connection, street flooding, or solid waste sanitation service; and other matters. The Call Center for emergency repairs is operated continuously, while the Call Center for billing and non-emergency issues is operated from 7 AM to 7 PM. Call volumes can vary significantly month to month.

### Plans for Improvement

Staff is analyzing the events that trigger calls in order to determine methods to reduce the volume. Short term plans for improvement will focus on creating more efficient "scripts" for handling routine call matters. Longer term plans will focus on reducing the overall call volumes with interactive voice response capabilities.



| Data Table |        |        |        |        |        |        |        |        |        |        |        |        |
|------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
|            | Jan    | Feb    | Mar    | Apr    | May    | Jun    | Jul    | Aug    | Sep    | Oct    | Nov    | Dec    |
| 2011       | 22,887 | 21,210 | 17,328 | 18,507 | 19,943 | 19,116 | 23,863 | 28,102 | 23,759 | 23,751 | 21,839 | 21,057 |
| 2012       | 21,447 | 21,313 | 23,164 | 23,164 | 18,977 | 18,149 | 23,545 | 25,870 | 22,818 | 22,773 | 24,842 | 22,438 |
| 2013       | 25,331 | 21,051 | 21,194 | 19,937 | 22,446 | 21,994 | 20,602 | 24,764 | 23,439 | 26,892 | 16,980 |        |

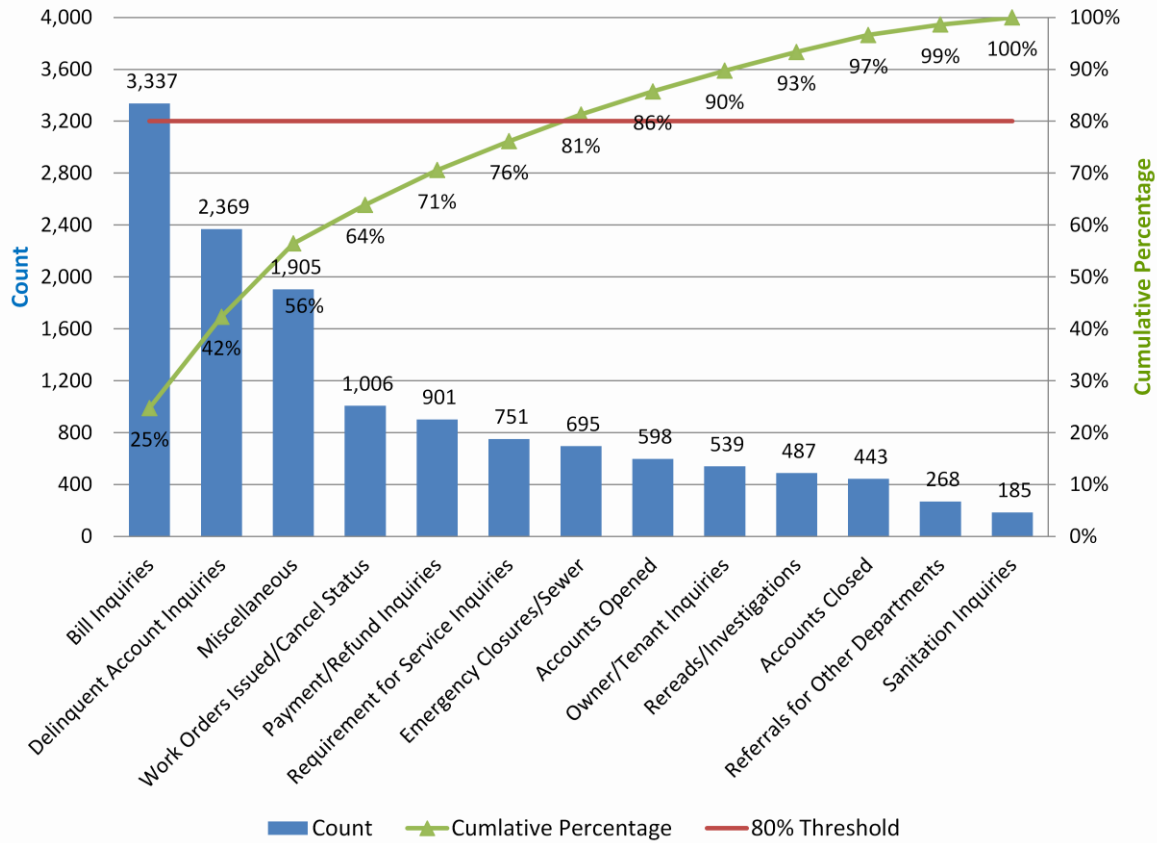


**Responsible Organization:**  
Sewerage and Water  
Board of New Orleans

**Data Source:**  
Sewerage and Water  
Board of New Orleans

**Related Strategy:**  
Optimize the City's  
subsurface drainage  
infrastructure to ensure  
resilient neighborhoods

## Sewerage and Water Board of New Orleans Pareto Chart of Types of Customer Calls November 2013



**Responsible Organization:**  
Sewerage and Water Board of  
New Orleans

**Data Source:**  
Sewerage and Water Board of  
New Orleans

**Related Strategy:**  
Optimize the City's subsurface  
drainage infrastructure to  
ensure resilient  
neighborhoods

## Sewerage and Water Board of New Orleans Average Call Wait Time

**Constituency:**  
**Customer Ratepayers**

**Objective:** Provide  
**Accurate Bills**

**Goal:** Reduce over  
**time**

**Currently Meeting**  
**Goal:** Close

**Process Operating**  
**Within Control Limits:**  
**Yes**

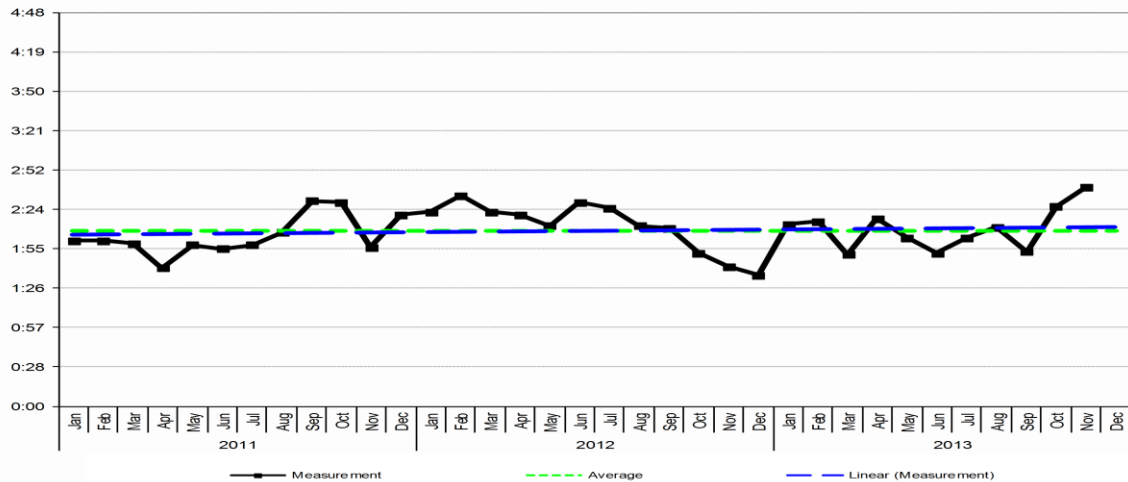
**Trend:** Level

### Analysis

Customers contact the Sewerage and Water Board to start or end service; to request information about their bill; to report concerns about their water service, sewer connection, street flooding, or solid waste sanitation service; and other matters. The Call Center for emergency repairs is operated continuously, while the Call Center for billing and non-emergency issues is operated from 7 AM to 7 PM. Call volumes can vary significantly month to month.

### Plans for Improvement

Staff is analyzing the events that trigger calls in order to determine methods to reduce the volume. Short term plans for improvement will focus on creating more efficient "scripts" for handling routine call matters. Longer term plans will focus on reducing the overall call volumes with interactive voice response capabilities.



| Data Table |      |      |      |      |      |      |      |      |      |      |      |      |
|------------|------|------|------|------|------|------|------|------|------|------|------|------|
|            | Jan  | Feb  | Mar  | Apr  | May  | Jun  | Jul  | Aug  | Sep  | Oct  | Nov  | Dec  |
| 2011       | 2:01 | 2:01 | 1:59 | 1:41 | 1:58 | 1:55 | 1:58 | 2:07 | 2:30 | 2:29 | 1:56 | 2:20 |
| 2012       | 2:22 | 2:34 | 2:22 | 2:20 | 2:12 | 2:29 | 2:25 | 2:12 | 2:10 | 1:52 | 1:42 | 1:36 |
| 2013       | 2:13 | 2:15 | 1:51 | 2:17 | 2:03 | 1:52 | 2:03 | 2:11 | 1:53 | 2:26 | 2:40 |      |



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**Responsible Organization:**  
Sewerage and Water Board of New Orleans

**Data Source:**  
Sewerage and Water Board of New Orleans

**Related Strategy:**  
Optimize the City's subsurface drainage infrastructure to ensure resilient neighborhoods

## Sewerage and Water Board of New Orleans Calls Abandoned by Customers as a Percentage of Total

**Constituency:**  
Customer Ratepayers

**Objective:** Provide Timely Information and Respond Promptly to Requests

**Goal:** Respond to calls with less than 5% abandoned

**Currently Meeting Goal:**  
**No**

**Process Operating Within Control Limits:**  
**No**

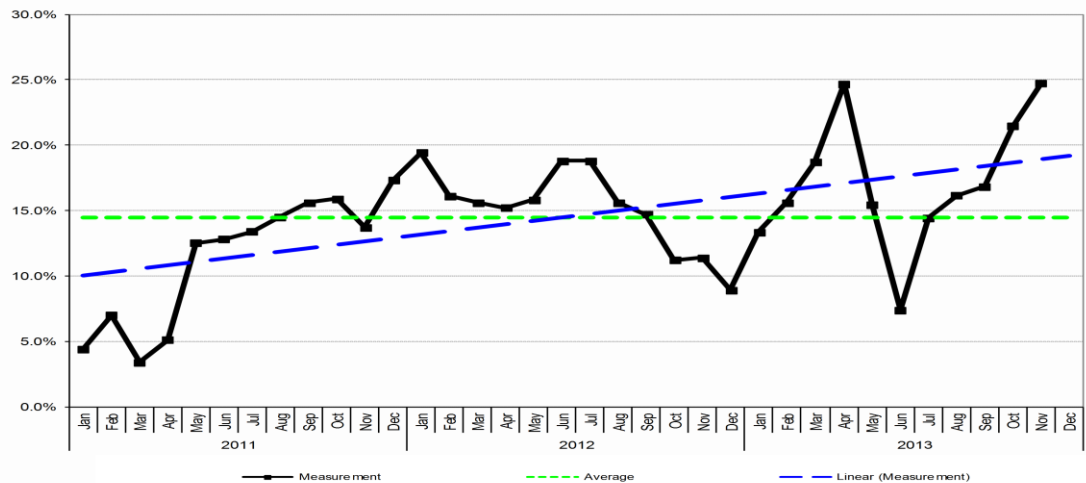
**Trend:** **Unfavorable**

### Analysis

Customers abandon their call after waiting for an amount of time considered inconvenient, which varies from customer to customer. Some portion of the volume of abandoned calls is from customers calling and hanging up on multiple occasions. Staff is addressing this issue as a top priority. The telephone system was recently upgraded. Since the upgrade the the Telephone Center has experienced malfunctions. Staff and AT&T are dedicated to correcting these problems.

### Plans for Improvement

In order to resolve the significant increase in abandoned calls, additional employees have been hired and are being trained. Call rollover time has been reduced from 3 minutes to 20 seconds. Medium term plans for improvement will focus on creating more efficient "scripts" for handling routine call matters. Longer term plans will focus on reducing the overall call volumes with interactive voice response capabilities.



| Data Table |       |       |       |       |       |       |       |       |       |       |       |
|------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
|            | Jan   | Feb   | Mar   | Apr   | May   | Jun   | Jul   | Aug   | Sep   | Oct   | Nov   |
| 2011       | 4.4%  | 7.0%  | 3.4%  | 5.1%  | 12.5% | 12.8% | 13.4% | 14.5% | 15.6% | 15.9% | 13.7% |
| 2012       | 19.4% | 16.1% | 15.6% | 15.2% | 15.8% | 18.8% | 18.8% | 15.6% | 14.7% | 11.2% | 11.4% |
| 2013       | 13.3% | 15.6% | 18.7% | 24.7% | 15.4% | 7.4%  | 14.5% | 16.2% | 16.8% | 21.5% | 24.7% |



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**Responsible Organization:**  
Sewerage and Water Board of  
New Orleans

**Data Source:**  
Sewerage and Water Board of  
New Orleans

**Related Strategy:**  
Optimize the City’s subsurface  
drainage infrastructure to  
ensure resilient  
neighborhoods

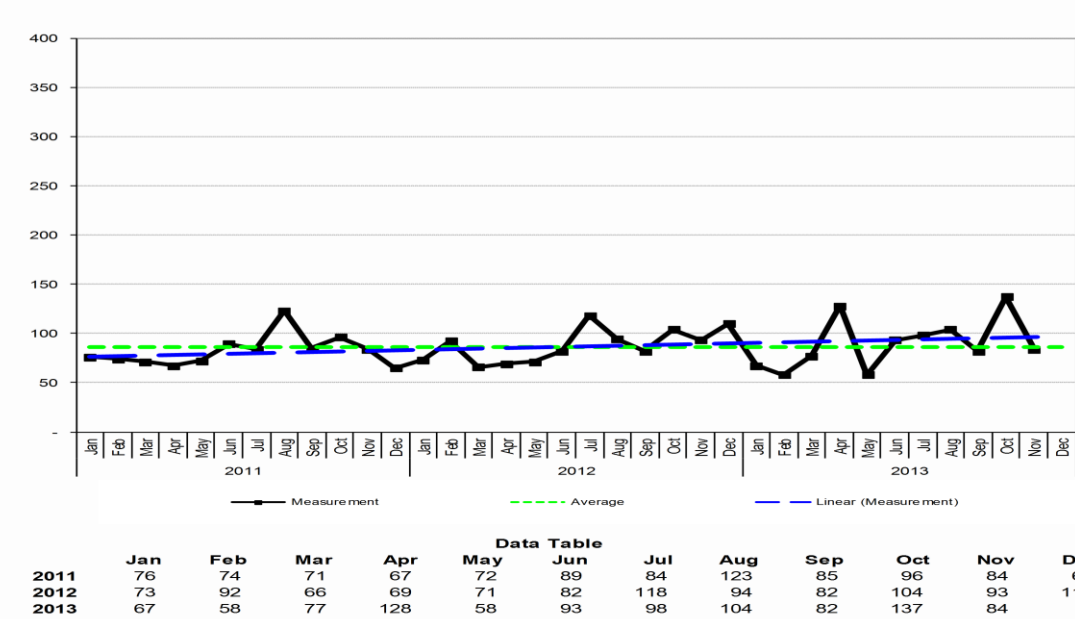
# Sewerage and Water Board of New Orleans

## Total Service Requests about Low Water Pressure

|  |   |  |
|--|---|--|
| <b>Constituency:</b><br><b>Customer</b><br><b>Ratepayers</b> | <b>Objective:</b> Provide Timely<br>Information and Respond<br>Promptly to Requests | <b>Goal:</b> Reduce<br>Number of Service<br>Requests |
| <b>Currently Meeting</b><br><b>Goal: Yes</b>                 | <b>Process Operating</b><br><b>Within Control</b><br><b>Limits: Yes</b>             | <b>Trend: Level</b>                                  |

**Analysis**  
Customers contact the Sewerage and Water Board to request resolution to low water pressure. System pressure can be impaired by power failures at the treatment plants, by water main breaks, and by certain types of repair activities.

**Plans for Improvement**  
Staff continues to make repairs to the water system to reduce the number of occasions of low pressure.



**Responsible Organization:**  
Sewerage and Water Board of  
New Orleans

**Data Source:**  
Sewerage and Water Board of  
New Orleans

**Related Strategy:**  
Optimize the City's subsurface  
drainage infrastructure to  
ensure resilient  
neighborhoods

## Sewerage and Water Board of New Orleans Total Service Requests for Water System Leaks

**Constituency:**  
**Customer**  
**Ratepayers**

**Currently Meeting**  
**Goal: Yes**

**Objective: Provide Timely**  
**Information and Respond**  
**Promptly to Requests**

**Process Operating**  
**Within Control**  
**Limits: Yes**

**Goal: Reduce**  
**Number of Service**  
**Requests**

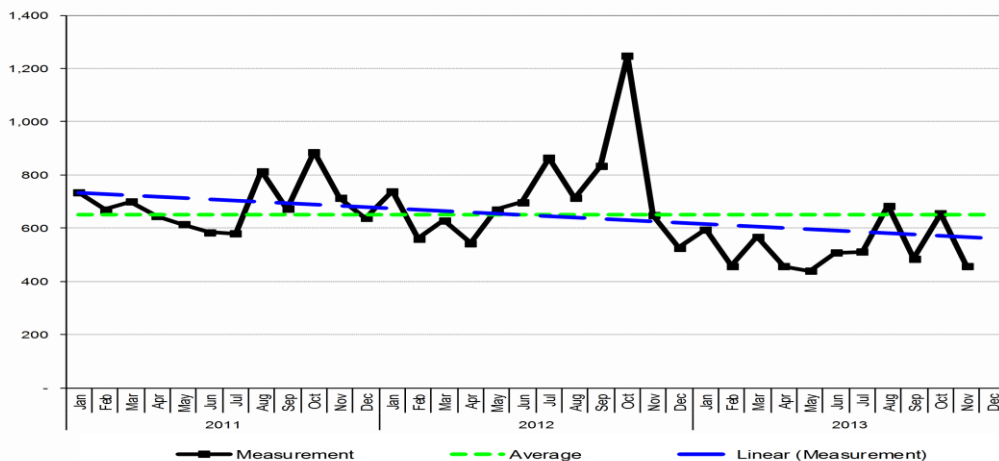
**Trend: Favorable**

### Analysis

Customers contact the Sewerage and Water Board to request repairs to leaking mains, services and fire hydrants.

### Plans for Improvement

Staff is working with FEMA to expand beyond point repairs to line replacements for water mains with high frequency of failure.



| Data Table |     |     |     |     |     |     |     |     |     |       |     |
|------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-------|-----|
|            | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct   | Nov |
| 2011       | 733 | 670 | 700 | 645 | 614 | 584 | 580 | 814 | 672 | 886   | 712 |
| 2012       | 739 | 560 | 629 | 543 | 670 | 697 | 863 | 713 | 833 | 1,246 | 648 |
| 2013       | 594 | 457 | 567 | 456 | 439 | 508 | 511 | 683 | 485 | 654   | 457 |



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**Responsible Organization:**  
Sewerage and Water Board of  
New Orleans

**Data Source:**  
Sewerage and Water Board of  
New Orleans

**Related Strategy:**  
Optimize the City's subsurface  
drainage infrastructure to  
ensure resilient  
neighborhoods

# Sewerage and Water Board of New Orleans Total Service Requests for Sewer System Leaks

**Constituency:**  
**Customer**  
**Ratepayers**

**Objective: Provide Timely**  
**Information and Respond**  
**Promptly to Requests**

**Goal: Reduce**  
**Number of Service**  
**Requests**

**Currently Meeting**  
**Goal: Yes**

**Process Operating**  
**Within Control**  
**Limits: Yes**

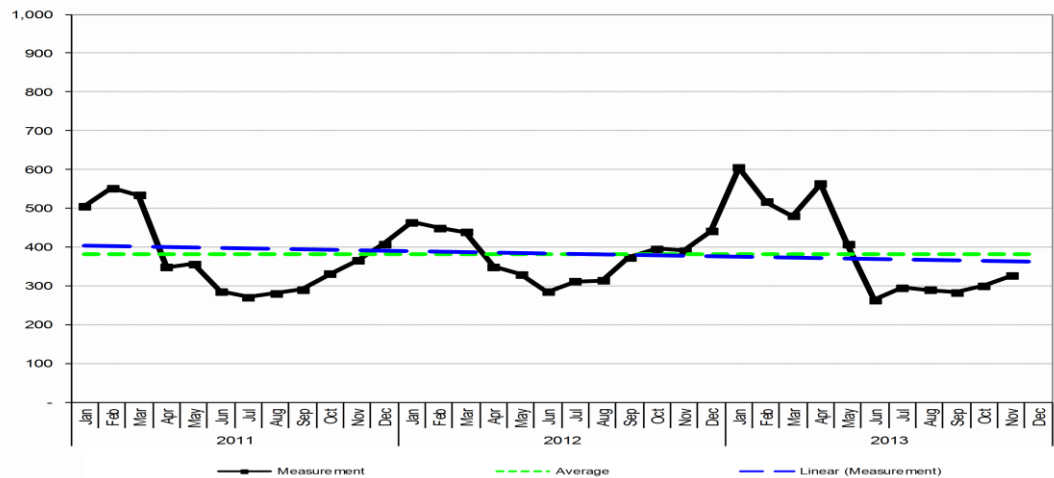
**Trend: Favorable**

## Analysis

Customers contact the Sewerage and Water Board to request repairs to leaking sewer collection mains and service lines.

## Plans for Improvement

Staff has recently expanded the use of Networks Department field staff focused on sewer system repairs.



| Data Table |     |     |     |     |     |     |     |     |     |     |     |     |
|------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
|            | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec |
| 2011       | 505 | 552 | 534 | 348 | 356 | 286 | 271 | 280 | 290 | 331 | 365 | 408 |
| 2012       | 464 | 449 | 438 | 349 | 329 | 284 | 311 | 313 | 374 | 396 | 391 | 441 |
| 2013       | 604 | 516 | 480 | 563 | 406 | 264 | 295 | 289 | 283 | 300 | 326 |     |



**Responsible Organization:**  
Sewerage and Water Board of  
New Orleans

**Data Source:**  
Sewerage and Water Board of  
New Orleans

**Related Strategy:**  
Optimize the City's subsurface  
drainage infrastructure to  
ensure resilient  
neighborhoods

## Sewerage and Water Board of New Orleans Total Accounts Turned Off for Non-Payment

**Constituency:**  
**Customer**  
**Ratepayers**

**Objective: Ensure**  
**Collection of Payments for**  
**Services Provided**

**Goal: None**  
**Established**

**Currently Meeting**  
**Goal: Not**  
**Applicable**

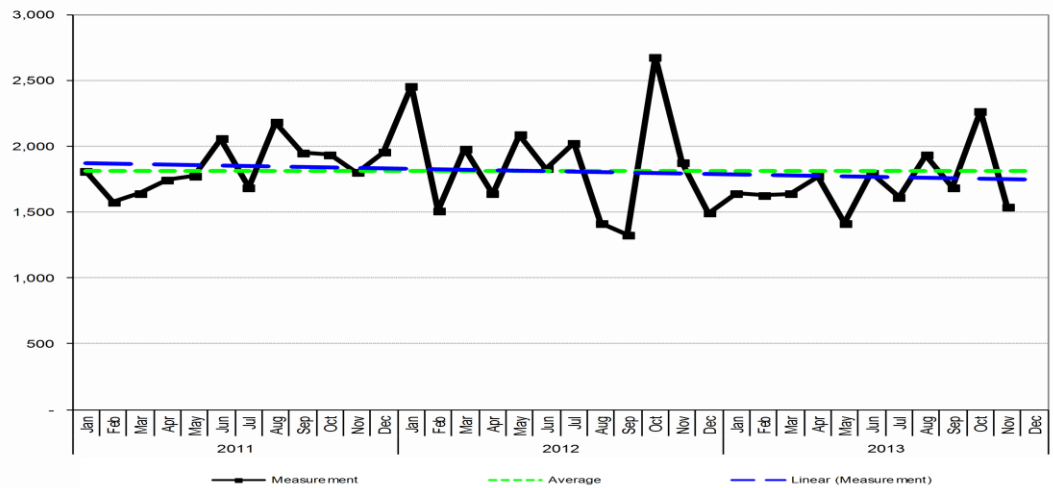
**Process Operating**  
**Within Control**  
**Limits: Yes**

**Trend: Favorable**

Customers accounts are turned-off for non-payment for balances more than \$50 and over sixty days past due. The number of accounts turn-off for non-payment has increased by approximately 34% from September 2013.

### Plans for Improvement

Staff is monitoring the number of accounts turned-off for non-payment to determine trend directions. No actions are contemplated at this time.



**Data Table**

|      | Jan   | Feb   | Mar   | Apr   | May   | Jun   | Jul   | Aug   | Sep   | Oct   | Nov   | Dec   |
|------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| 2011 | 1,807 | 1,576 | 1,641 | 1,744 | 1,773 | 2,056 | 1,687 | 2,180 | 1,951 | 1,933 | 1,800 | 1,952 |
| 2012 | 2,456 | 1,511 | 1,980 | 1,638 | 2,085 | 1,829 | 2,024 | 1,413 | 1,327 | 2,676 | 1,877 | 1,490 |
| 2013 | 1,641 | 1,628 | 1,638 | 1,770 | 1,415 | 1,795 | 1,613 | 1,932 | 1,687 | 2,265 | 1,540 |       |



**Responsible Organization:**  
Sewerage and Water Board of  
New Orleans

**Data Source:**  
Sewerage and Water Board of  
New Orleans

**Related Strategy:**  
Optimize the City's subsurface  
drainage infrastructure to  
ensure resilient  
neighborhoods

# Sewerage and Water Board of New Orleans

## Water and Sewer Receivables 30 to 120 Days Old

**EUM Attribute:**  
**Financial Viability**

**Description:** Establishes and maintains an effective balance  
between long-term debt, asset values, operations and  
maintenance expenditures, and operating revenues

**Constituency:**  
**Customer Ratepayers**

**Objective:** Efficient use of  
resources in providing  
services

**Goal:** None  
established

**Currently Meeting  
Goal:** Not Applicable

**Process Operating Within  
Control Limits:** Yes

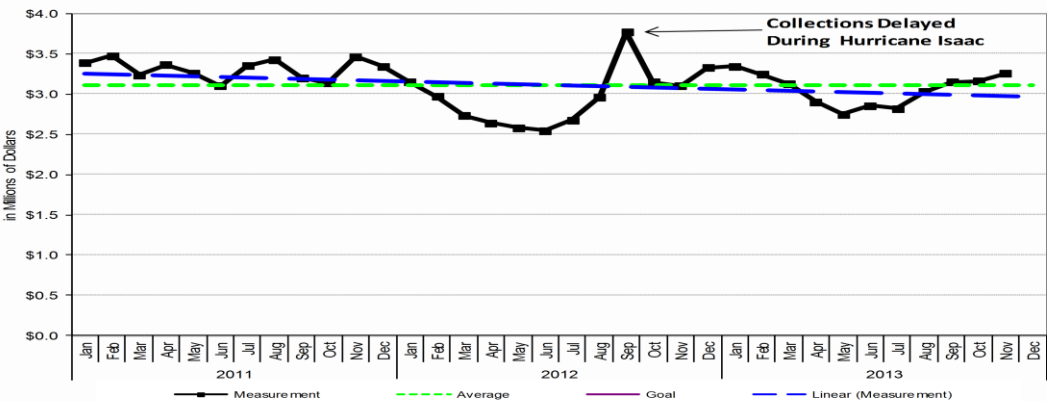
**Trend:** Favorable

### Analysis

Water and sewer accounts receivable that are 30 to 120 days old are handled by internal staff using service disconnection. When those accounts are turned-off and final bills sent, the remaining balances after 30 days are sent to a collection agency. The uncollectable balances for 2007 and 2008 were higher than normal due to accounts that remained open for vacated facilities and were written off in 2011 and 2012, .

### Plans for Improvement

It appears that the higher post-Katrina accounts receivable balances have been resolved through standard collection practices and that annual collection rates now exceed 98% of annual billings. Staff intends to use standard process improvement methods to continue collection practices pending implementation of new billing and collection system.



| Data Table |          |          |          |          |          |          |          |          |          |          |          |          |
|------------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|
|            | Jan      | Feb      | Mar      | Apr      | May      | Jun      | Jul      | Aug      | Sep      | Oct      | Nov      | Dec      |
| 2011       | \$ 3.391 | \$ 3.476 | \$ 3.238 | \$ 3.363 | \$ 3.260 | \$ 3.100 | \$ 3.353 | \$ 3.431 | \$ 3.202 | \$ 3.136 | \$ 3.467 | \$ 3.348 |
| 2012       | \$ 3.149 | \$ 2.973 | \$ 2.735 | \$ 2.643 | \$ 2.583 | \$ 2.544 | \$ 2.678 | \$ 2.966 | \$ 3.770 | \$ 3.149 | \$ 3.104 | \$ 3.327 |
| 2013       | \$ 3.348 | \$ 3.243 | \$ 3.127 | \$ 2.907 | \$ 2.748 | \$ 2.860 | \$ 2.819 | \$ 3.031 | \$ 3.149 | \$ 3.161 | \$ 3.258 |          |



**Responsible Organization:**  
Sewerage and Water Board of  
New Orleans

**Data Source:**  
Sewerage and Water Board of  
New Orleans

**Related Strategy:**  
Optimize the City's subsurface  
drainage infrastructure to  
ensure resilient  
neighborhoods

## Sewerage and Water Board of New Orleans Water and Sewer Receivables 120 Days and Older

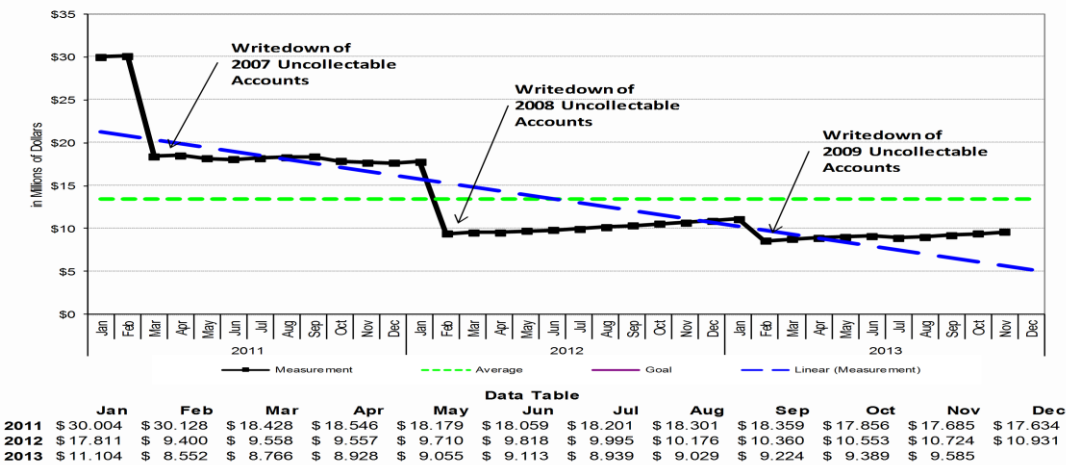
|  |  |                               |
|--|--|-------------------------------|
| <b>EUM Attribute:</b><br>Financial Viability   | <b>Description:</b> Establishes and maintains an effective balance between long-term debt, asset values, operations and maintenance expenditures, and operating revenues |                               |
| <b>Constituency:</b><br>Customer<br>Ratepayers | <b>Objective:</b> Efficient use of resources in providing services   | <b>Goal:</b> None established |
| <b>Currently Meeting Goal:</b> Not Applicable  | <b>Process Operating Within Control Limits:</b><br>Yes   | <b>Trend:</b> Favorable       |

### Analysis

Water and sewer accounts receivable that are 120 days and older are handled by a collection agency. When those accounts remain uncollected after three years, the balances are written off as part of an annual process. The uncollectable balances for 2007 and 2008, which were written off early in 2011 and 2012, were higher than normal due to accounts that remained open post-Katrina for residences and businesses but were not occupied.

### Plans for Improvement

It appears that the higher post-Katrina accounts receivable balances have been resolved through standard collection practices and that annual collection rates now exceed 98% of annual billings. Staff intends to use standard process improvement methods to continue collection practices pending implementation of new billing and collection system.



# Sustainable Communities

**Goal:** Support sustainable communities that integrate quality housing, transportation, schools, commercial development, energy efficiency, parks and green space, flood protection and cultural assets.

| Objectives and Strategies   | Outcome Measures   |
|---|--|
| <b>Maintain and improve public infrastructure</b> <ol style="list-style-type: none"> <li>1. Maintain and improve road surface infrastructure</li> <li>2. Consistently implement Complete Streets philosophy in streets investments</li> <li>3. Effectively administer the City's capital improvements program</li> <li>4. Optimize the City's subsurface drainage infrastructure to ensure resilient neighborhoods</li> </ol> | <ul style="list-style-type: none"> <li>• Citizen perceptions of condition of streets (UNO Quality of Life Survey)</li> <li>• Mean travel time to work (American Community Survey)</li> <li>• Percentage of workers commuting to work by means other than driving alone (including carpooling, public transportation, biking, and walking)</li> </ul>   |
| <b>Promote Quality Neighborhoods</b> <ol style="list-style-type: none"> <li>1. Reduce blighted properties by 10,000 by the end of 2014</li> <li>2. Provide effective sanitation services to residents and businesses</li> <li>3. Protect and preserve parks and other green spaces</li> <li>4. Regulate land use to support safe, vibrant neighborhoods and preserve historic properties</li> </ol>                           | <ul style="list-style-type: none"> <li>• Blighted residential addresses or empty lots (GNOCDC analysis of USPS data)</li> <li>• Citizen perceptions of parks and recreation (UNO Quality of Life Survey)</li> <li>• Citizen perceptions of trash pickup (UNO Quality of Life Survey)</li> <li>• Citizen perceptions of general quality of life (UNO Quality of Life Survey)</li> <li>• ParkScore (based on acreage, service and investment, and access) (Trust for Public Land)</li> </ul> |
| <b>Promote energy efficiency and environmental sustainability</b> <ol style="list-style-type: none"> <li>1. Restore the City's marshes and coastline</li> <li>2. Promote green energy and other sustainability measures</li> <li>3. Remediate brownfields, lead, and other environmental hazards</li> </ol>   | <ul style="list-style-type: none"> <li>• Percentage of days with healthy air quality (EPA)</li> <li>• Health based drinking water violations (EPA)</li> <li>• Certified green buildings (US Green Building Council)</li> <li>• Land acres in Orleans Parish (US Geological Survey)</li> </ul>  |



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**Responsible Organization:**  
Department of Parks and Parkways

**Data Source:**  
Department of Parks and Parkways

**Related Strategy:**  
Protect and preserve parks and other green spaces

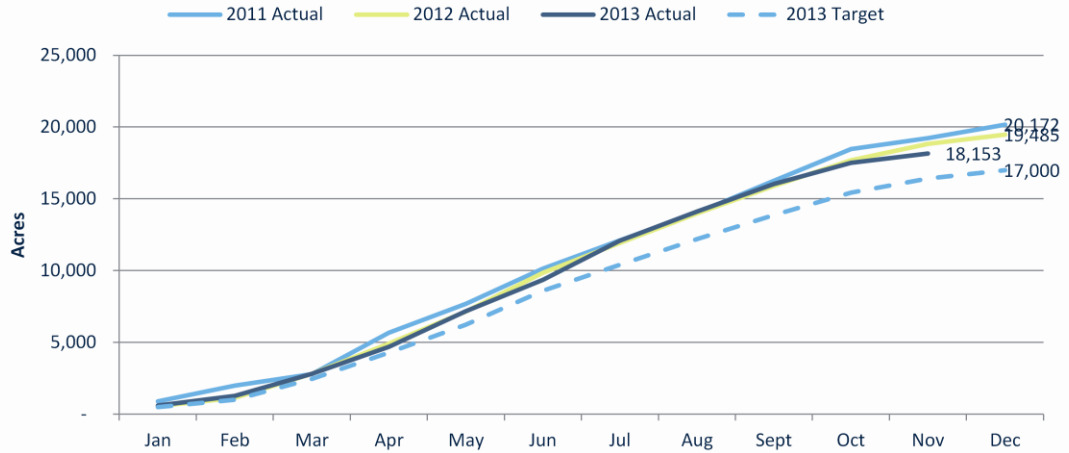
**Legend:**

- On Target
- ▲ Within 10% of Target
- ◆ Off Target

 Key measure that best indicates whether City activities are achieving the desired results

## Parks and Parkways substantially exceeded its annual target for acres mowed.

### Number of acres mowed



| 2011   |             | 2012   |             | 2013       |               |        |
|--------|-------------|--------|-------------|------------|---------------|--------|
| Actual | Target Met? | Actual | Target Met? | YTD Actual | Annual Target | Status |
| 20,172 | ●           | 19,485 | ●           | 18,153     | 17,000        | ●      |

**Action Items:**

| Date     | Responsible Parties | Action Item  | Due        | Status  |
|----------|---------------------|--|------------|---|
| 11/21/13 | A. Rogers           | Coordinate with Mosquito, Termite, and Rodent Control Board on Corners & Corridors initiative. | 12/19/2013 | Parks and Parkways is informing the Mosquito, Termite, and Rodent Control Board of its mowing schedule. |





**Responsible Organization:**  
Department of Parks and Parkways

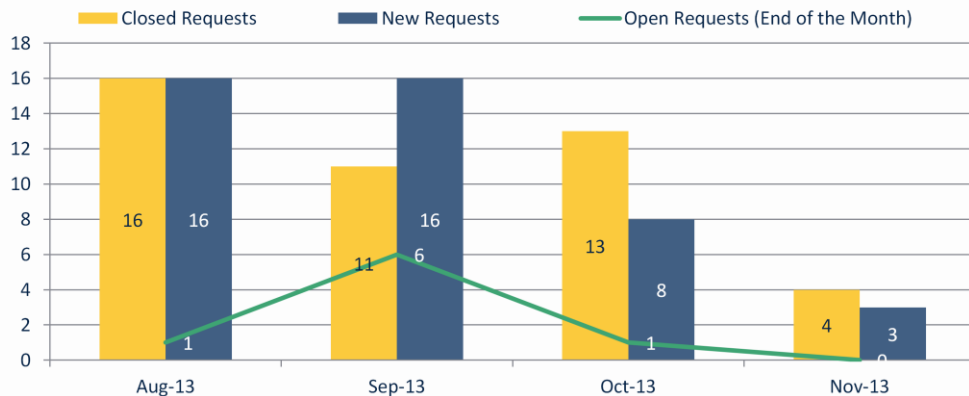
**Data Source:**  
311

**Related Strategy:**  
Protect and preserve parks and other green spaces

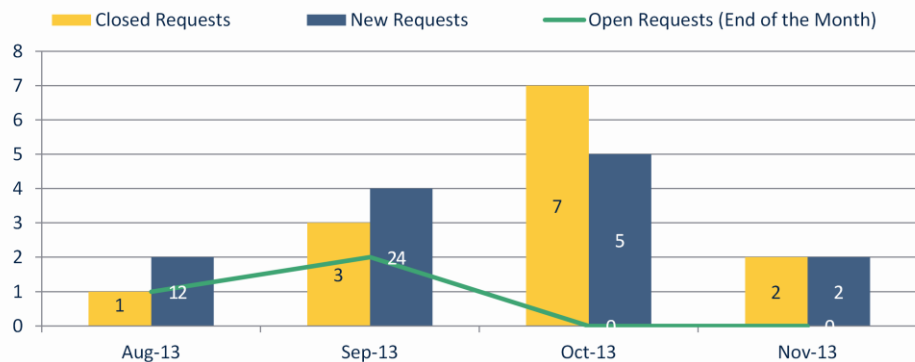
**Note:**  
In rare instances, a 311 service request is reopened after being previously closed. In such cases, this may result in the number of open requests not tying exactly with the number of closed and opened cases.

## Parks and Parkways' 311 grass and park maintenance requests decreased.

### 311 Grass Service Requests



### 311 Park Maintenance Requests



**Responsible Organization:**  
Department of Parks and  
Parkways

**Data Source:**  
Department of Parks and  
Parkways

**Definition:**

**Emergency:** Any tree work order that is deemed a threat to public safety, and/or interferes with an ongoing construction project or special event, and is completed within 7 days.  
**Non-Emergency:** Any tree work order that is not deemed an emergency.

**Related Strategy:**

Protect and preserve parks and other green spaces

**Note:**

Work orders may include multiple "forestry work orders."

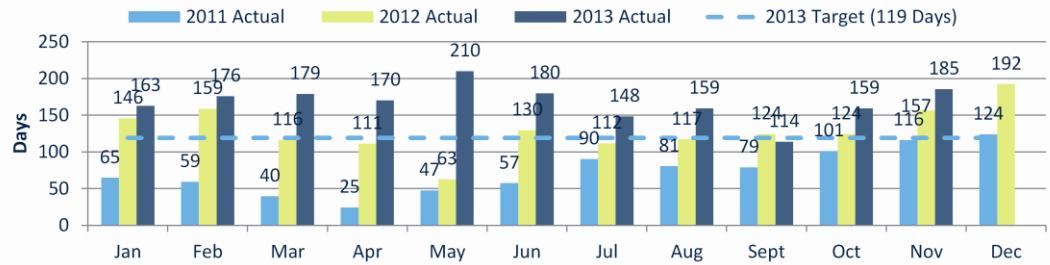
**Legend:**

- On Target
- ▲ Within 10% of Target
- ◆ Off Target

Key measure that best indicates whether City activities are achieving the desired results

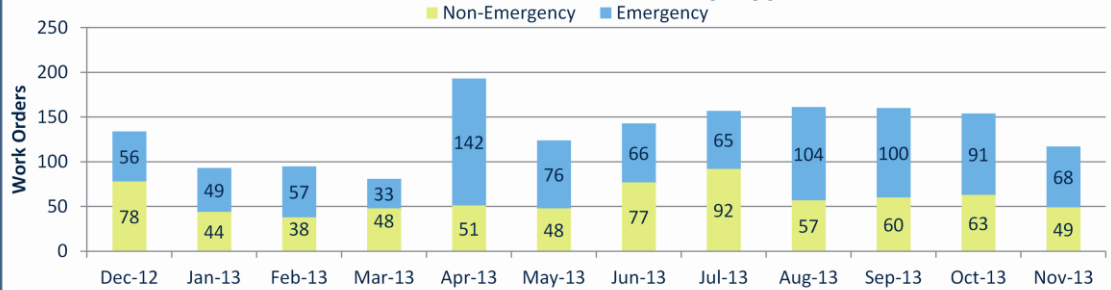
## Parks and Parkways' number of days to close non-emergency tree service requests increased.

### Average number of days to complete non-emergency tree service requests



| 2011   |             | 2012   |             | 2013       |               |        |
|--------|-------------|--------|-------------|------------|---------------|--------|
| Actual | Target Met? | Actual | Target Met? | YTD Actual | Annual Target | Status |
| 84     | ▲           | 132    | ▲           | 165        | ≤ 119         | ◆      |

### Tree Work Orders Closed by Type



**Responsible Organization:**  
Department of Parks and  
Parkways

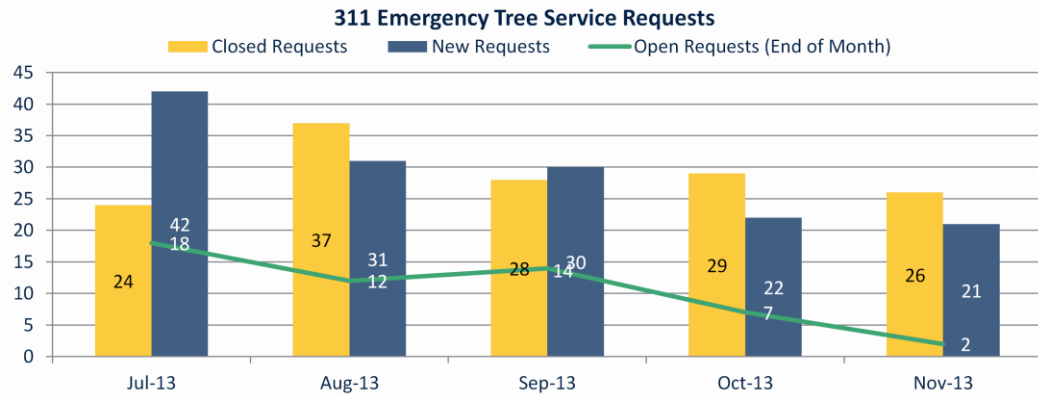
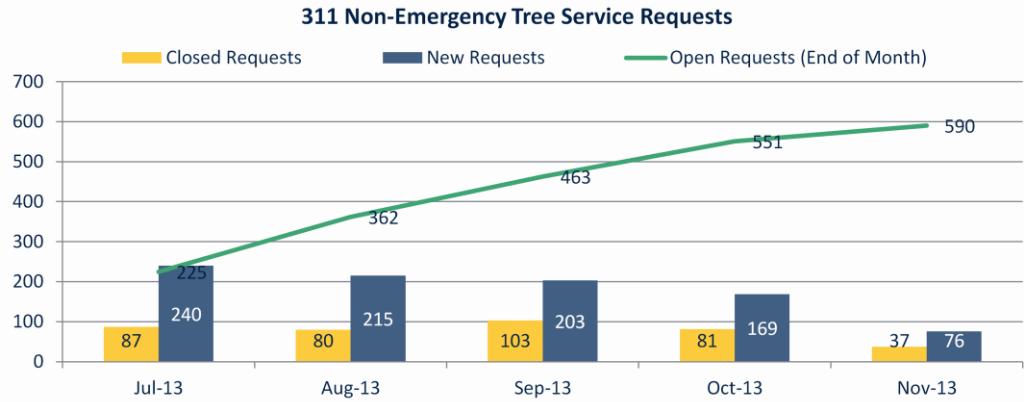
**Data Source:**  
Department of Parks and  
Parkways

**Definitions:**  
*Emergency:* Any tree work  
order that is deemed a  
threat to public safety,  
and/or interferes with an  
ongoing construction  
project or special event.  
*Non-Emergency:* Any tree  
work order that is not  
deemed an emergency.

**Related Strategy:**  
Protect and preserve parks  
and other green spaces

**Note:**  
In rare instances, a 311  
service request is reopened  
after being previously  
closed. In such cases, this  
may result in the number of  
open requests not tying  
exactly with the number of  
closed and opened cases.

**The number of open 311 non-emergency tree service requests continued to increase, though open 311 emergency requests decreased.**



**Responsible Organization:**  
Department of Parks and  
Parkways

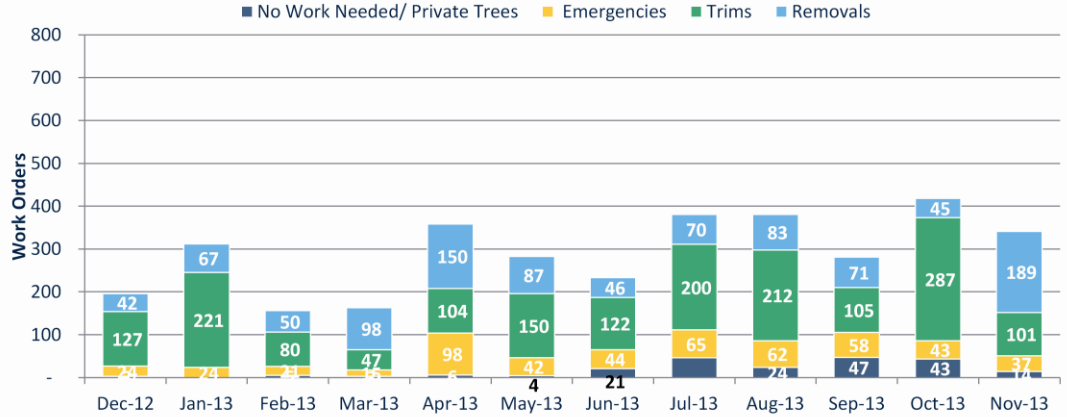
**Data Source:**  
Department of Parks and  
Parkways

**Note:**  
Forestry work orders represent  
the actual work completed within  
a tree "work order."

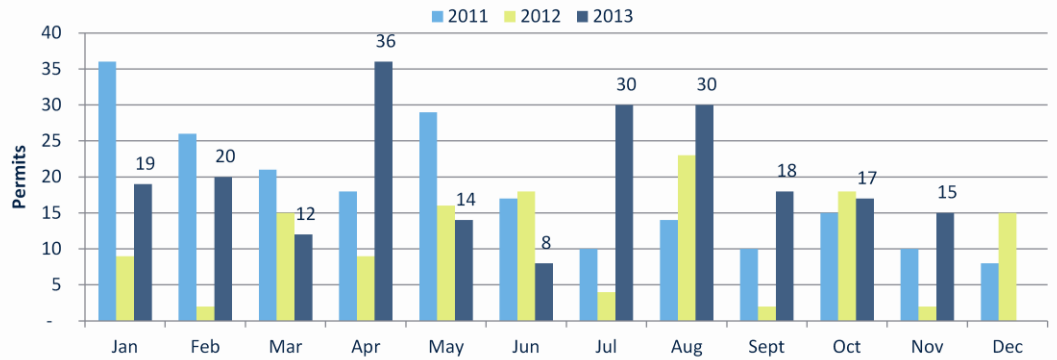
**Related Strategy:**  
Protect and preserve parks and  
other green spaces

## Parks and Parkways completed a moderate number of work orders.

### Forestry Work Orders Completed



### Permits Issued



**Responsible Organization:**

Department of Sanitation  
Department of Parks and  
Parkways

**Data Source:**

Department of Sanitation  
Department of Parks and  
Parkways

**Definition:**

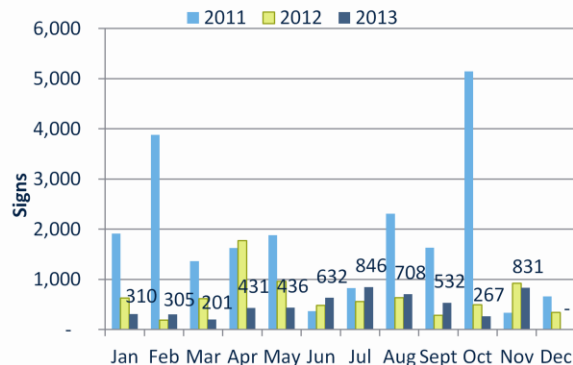
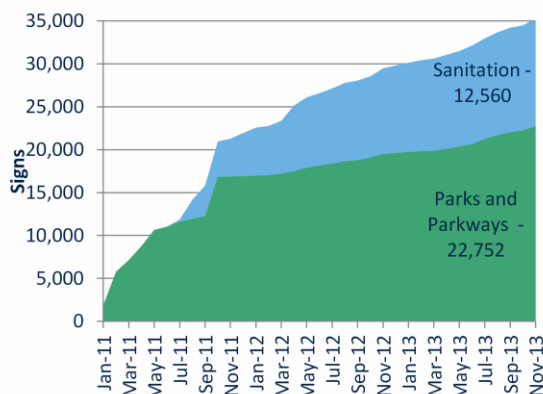
*Bandit sign:* A flyer or advertisement posted on a public row in an unauthorized location.

**Related Strategies:**

Provide effective sanitation services to residents and businesses  
Protect and preserve parks and other green spaces

## Sanitation and Parks and Parkways continued to remove fewer bandit signs in 2013.

**Bandit Signs Removed**



### Action Items

| Date    | Responsible Parties                        | Action Item   | Due     | Status   |
|---------|--|---|---------|--|
| 10/4/12 | C. Sylvain-Lear                            | Develop a plan for PSAs regarding signs for businesses    | Ongoing | Items developed: brochure 8/11 (revised 2012/2013); PSAs 6/12 (general), 1/13 (waste tires); and flyers for inside and outside of the French Quarter/Downtown Development District in 3/12 (revised 12/12); draft PSA revised 7/18/13; reminder sent to Communications 8/14/13. Letter sent to political candidates 9/14/13. Reminder sent to Communications 10/16/13.                 |
| 7/12/12 | E. Williams, D. Macnamara, C. Sylvain-Lear | Pursue civil actions against repeat bandit sign offenders | Ongoing | Law will discuss with Entergy the possibility of Entergy taking action to address the damage to their property. While Law believes that actions in Civil District Court may be brought in the form of injunctions, this may not be the best use of City resources. Summons issued to owner of Discount Tree Cutting 10/29; trial date set in Municipal Court, Division "C" on 2/18/14. |



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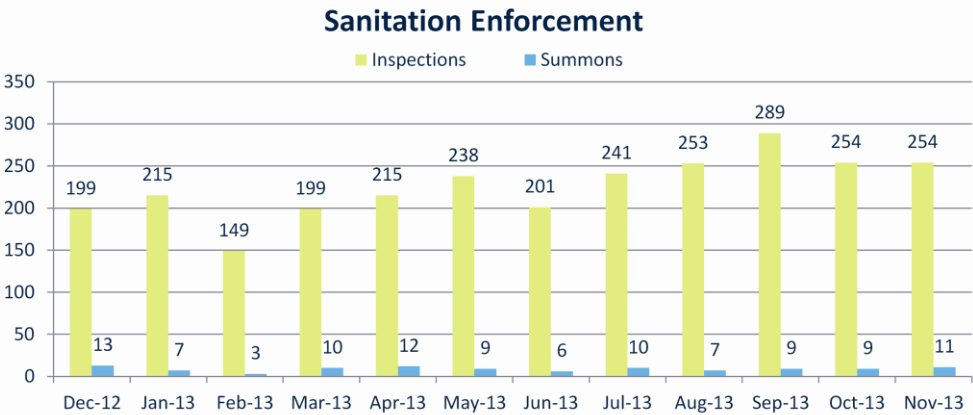
**Responsible Organization:**  
Department of Sanitation  
New Orleans Police Department

**Data Source:**  
Department of Sanitation

**Note:**  
Additional inspections performed and summons issued by the District New Orleans Police Department Quality of Life Officers are not included in the totals.

**Related Strategy:**  
Provide effective sanitation services to residents and businesses

Sanitation enforcement remained consistent.



Action Items

| Date    | Responsible Parties          | Action Item   | Due     | Status  |
|---------|------------------------------|---|---------|---|
| 11/1/12 | D. Macnamara                 | Research feasibility of utilizing cameras and electronic processing of citations        | Ongoing | D. Macnamara coordinating.  |
| 7/12/12 | E. Williams, C. Sylvain-Lear | Draft ordinance authorizing Sanitation Rangers to issue citations for sanitation issues | Ongoing | Revisions to Chapter 6 are now in the City Code which complies with the State’s enabling legislation for administrative hearings for Sanitation violations; however, additional work is needed in order to implement a process change. Continuing to work with Law to develop the appropriate process to reach the hearing stage. |

**Responsible Organization:**  
Department of Sanitation

**Data Source:**  
Department of Sanitation

**Related Strategy:**  
Provide effective sanitation services to residents and businesses

**Legend:**

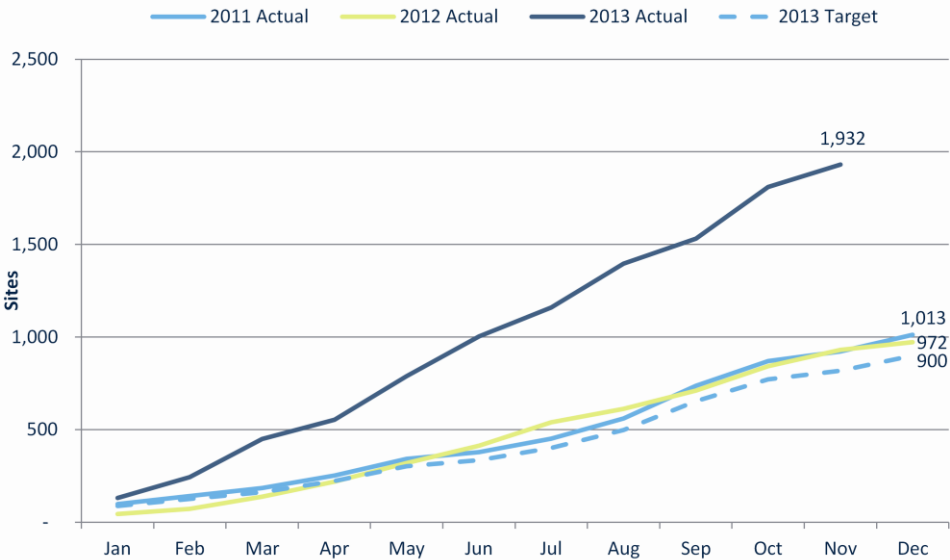
● On Target

▲ Within 10% of Target

◆ Off Target

 Key measure that best indicates whether City activities are achieving the desired results

Sanitation substantially exceeded its annual target of 900 illegal dumping site clearances.



| 2011   |             | 2012   |             | 2013       |               |        |
|--------|-------------|--------|-------------|------------|---------------|--------|
| Actual | Target Met? | Actual | Target Met? | YTD Actual | Annual Target | Status |
| 1,013  | ●           | 972    | ●           | 1,932      | 900           | ●      |

**Responsible Organization:**  
Department of Sanitation

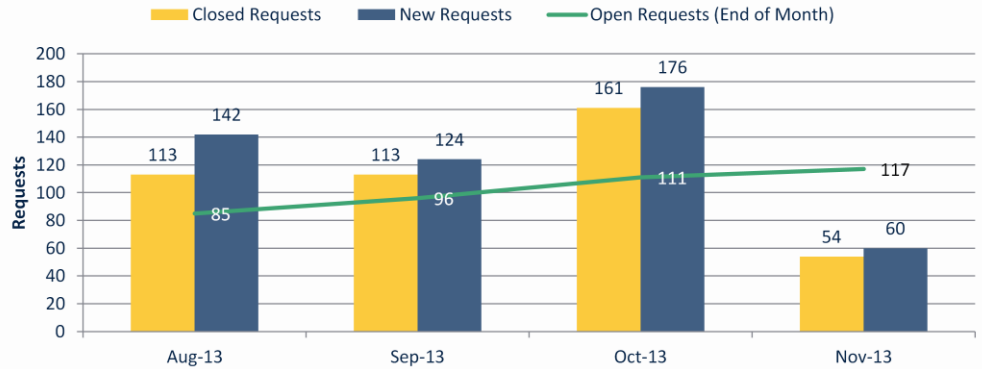
**Data Source:**  
Department of Sanitation  
311

**Related Strategy:**  
Provide effective sanitation services to residents and businesses

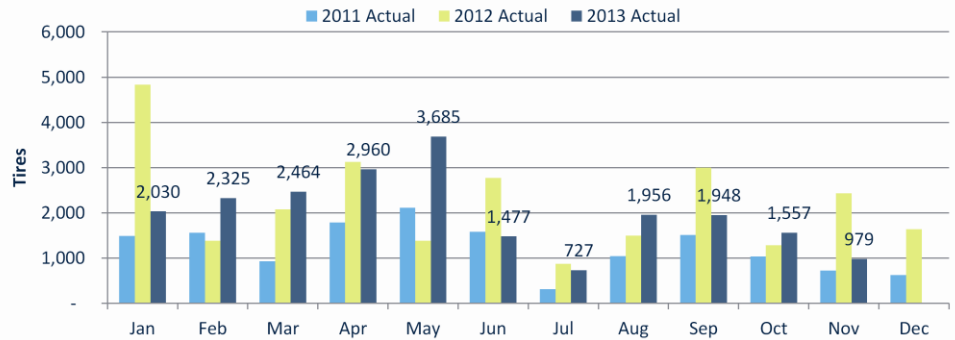
**Note:**  
In rare instances, a 311 service request is reopened after being previously closed. In such cases, this may result in the number of open requests not tying exactly with the number of closed and opened cases.

## The backlog of 311 illegal dumping cases continued to increase.

### 311 Illegal Dumping Service Requests



### Tires Removed





**Responsible Organization:**  
Department of Sanitation

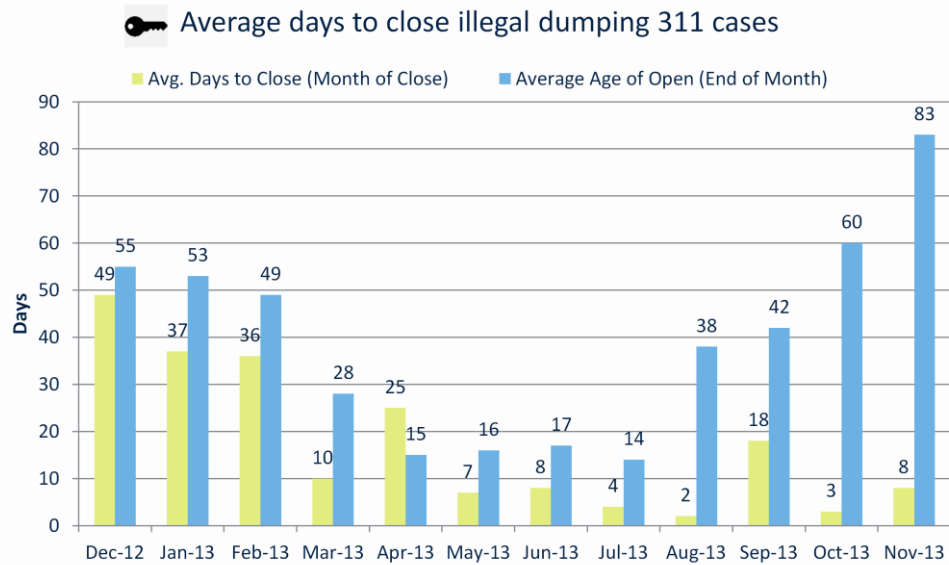
**Data Source:**  
311

**Note:**  
Establishing a baseline in 2013.  
Expected days to close, developed in 2012: 30 days.

**Related Strategy:**  
Provide effective sanitation services to residents and businesses

**Key Measure:**  
Key measure that best indicates whether City activities are achieving the desired results

The average days to close illegal dumping 311 requests was low, and though the age of open requests substantially increased.



| Action Item |  |   |         |   |
|-------------|--|---|---------|---|
| Date        | Responsible Parties                      | Action Item   | Due     | Status  |
| 7/12/12     | E. Williams, C. Sylvain-Lear, J. Munster | Consider increasing barriers to entry for tire shops via changes in occupational license requirements | Ongoing | Sanitation met with Safety & Permits and City Planning 7/29 to develop standards for CZO related to tire shops. A draft of the CZO was released 9/13. It is in the public comment period. Changes are in Article 20, Use Standards JJ: 8 and 9. |

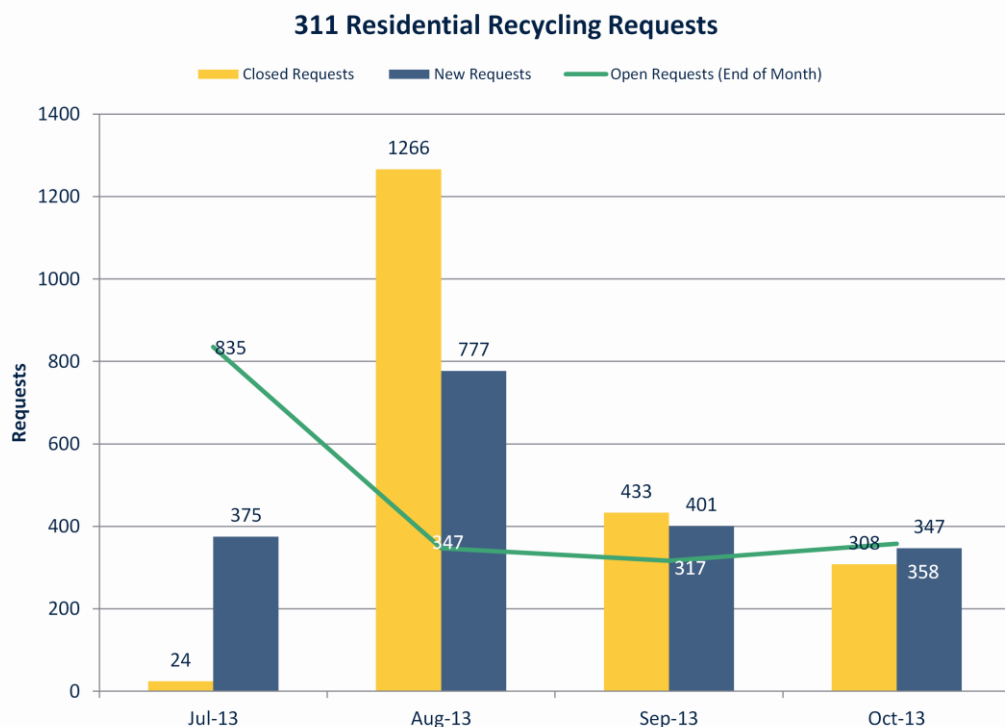
**Responsible Organization:**  
Department of Sanitation vendors

**Data Source:**  
311

**Related Strategy:**  
Provide effective sanitation services  
to residents and businesses

**Note:**  
In rare instances, a 311 service  
request is reopened after being  
previously closed. In such cases, this  
may result in the number of open  
requests not tying exactly with the  
number of closed and opened cases.

## The backlog of 311 residential recycling requests increased.



**Responsible Organization:**  
Department of Sanitation and vendors

**Data Source:**  
311

**Notes:**  
Expected days to close, developed in 2012: 14-30 days.

**Related Strategy:**  
Provide effective sanitation services to residents and businesses

**Note:**  
In rare instances, a 311 service request is reopened after being previously closed. In such cases, this may result in the number of open requests not tying exactly with the number of closed and opened cases.

**The 311 trash/garbage pickup service request backlog decreased substantially, the others stayed steady. The majority of the open 311 trash/garbage pickup requests were to start trash service.**

| Service Request (SR)          | Open SRs (11/1) | New SRs | Closed SRs | Open SRs (11/30) | Δ from Prior Period | Avg. Age of Open | Avg. Days to Close |
|-------------------------------|-----------------|---------|------------|------------------|---------------------|------------------|--------------------|
| Dead Animal Pickup (Vendor)   | 2               | 14      | 11         | 5                | 3                   | 22               | 2                  |
| Large Item Pickup (Vendor)    | 40              | 97      | 97         | 40               | 0                   | 36               | 5                  |
| Trash/Garbage Pickup (Vendor) | 321             | 282     | 417        | 186              | -135                | 46               | 65                 |
| Change size of Trash Cart     | 6               | 1       | 6          | 1                | -5                  | 17               | 49                 |
| Damage Caused By Contractor   | 78              | 38      | 96         | 20               | -58                 | 15               | 81                 |
| Missed Collection             | 12              | 55      | 44         | 23               | 11                  | 17               | 3                  |
| Replace Trash Cart            | 30              | 27      | 29         | 27               | -3                  | 185              | 71                 |
| Start Trash Service           | 190             | 148     | 229        | 110              | -80                 | 23               | 74                 |
| Stop Trash Service            | 2               | 4       | 3          | 3                | 1                   | 51               | 2                  |
| Trash/Garbage Pickup*         | 3               | 9       | 10         | 2                | -1                  | 87               | 3                  |
|                               |                 |         |            |                  |                     |                  |                    |



# Public Safety

**Goal: Ensure the public's safety and serve our citizens with respect and dignity.**

| Objectives and Strategies   | Outcome Measures   |
|---|--|
| <b>Rebuild citizen confidence in public safety offices</b> <ol style="list-style-type: none"> <li>1. Reform NOPD policies and operations</li> <li>2. Employ proactive policing and positive community engagement</li> <li>3. Support oversight entities to promote transparency, accountability, and trust</li> </ol>   | <ul style="list-style-type: none"> <li>• Percent compliance with consent decrees</li> <li>• Citizens reporting feeling safe in their neighborhood (NOCC survey)</li> <li>• Citizen confidence in NOPD (NOCC survey)</li> </ul>   |
| <b>Ensure safe and secure neighborhoods, and reduce the murder rate</b> <ol style="list-style-type: none"> <li>1. Prevent illegal activity</li> <li>2. Intervene when conflicts occur to resolve them non-violently</li> <li>3. Enforce the law with integrity</li> <li>4. Effectively and fairly administer justice</li> <li>5. Rehabilitate the incarcerated so that they do not recidivate</li> <li>6. Coordinate the criminal justice system</li> </ol> | <ul style="list-style-type: none"> <li>• Homicide rate</li> <li>• Violent crime rate</li> <li>• Property crime rate</li> <li>• Felony recidivism rates</li> <li>• Average time to disposition</li> <li>• Fatal traffic accidents per 1,000 population</li> </ul>   |
| <b>Prepare for, mitigate, and effectively respond to emergencies</b> <ol style="list-style-type: none"> <li>1. Respond to emergencies, including fire and medical, effectively</li> <li>2. Plan and prepare for disasters</li> </ol>  | <ul style="list-style-type: none"> <li>• Fires per 1,000 structures (with detail on residential, commercial, and industrial structures)</li> <li>• Fatalities due to fire</li> <li>• Cardiac arrest with pulse at delivery to hospital</li> <li>• Percent of City plans, procedures, and other strategies that are National Incident Management System (NIMS) compliant</li> </ul> |



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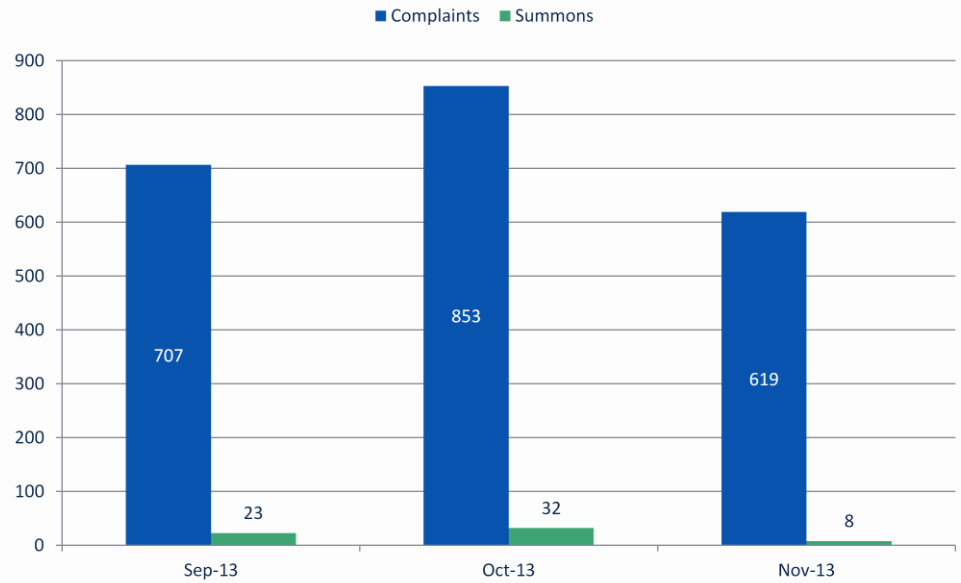
**Responsible Organization:**  
New Orleans Police Department

**Data Source:**  
New Orleans Police Department

**Related Strategy:**  
Effectively and fairly administer justice

## Complaints and summons decreased.

Complaints Received and Summons Issued by NOPD Quality of Life Officers



**Responsible Organization:**  
New Orleans Police  
Department, DPW, Code  
Enforcement, Sanitation  
Department, Department of  
Parks and Parkways

**Data Source:**  
311

**Related Objective:**  
Employ proactive policing and  
positive community  
engagement

**Note:**  
In rare instances, a 311  
service request is reopened  
after being previously closed.  
In such cases, this may result  
in the number of open  
requests not tying exactly  
with the number of closed  
and opened cases.

**Most complaints received by Quality of Life officers  
were not entered into 311 as priority service requests.**



### Priority 311 Service Requests from Quality of Life (QOL) Officers

| Service Request (SR)                   | Complaints<br>Received by<br>QOL Officers<br>in the field | Open SRs<br>(11/1) | New SRs | Closed SRs | Open<br>SRs<br>(11/30) | Δ from<br>Prior<br>Period | Avg. Age<br>of Open<br>SR |
|--|---|--------------------|---------|------------|------------------------|---------------------------|---------------------------|
| Abandoned Vehicle<br>Reporting/Removal | 261   | 9                  | 8       | 0          | 17                     | 8                         | 25                        |
| Code Enforcement General<br>Request    | 45  | 0                  | 5       | 5          | 0                      | 0                         | N/A                       |
| Illegal Dumping Reporting              |   | 2                  |         |            | 2                      | 0                         | 129                       |
| Large Item Trash/Garbage<br>Pickup     |   | 1                  |         |            | 1                      | 0                         | 54                        |
| Park Maintenance                       |   | 0                  |         |            | 0                      | 0                         | N/A                       |
| Pothole/Roadway Surface<br>Repair      |   | 4                  |         | 1          | 3                      | -1                        | 139                       |
| Rodent Complaint                       |   | 0                  |         |            | 0                      | 0                         | N/A                       |
| Street Flooding/Drainage               |   | 1                  |         |            | 1                      | 0                         | 593                       |
| Street Light                           |   | 0                  |         |            | 0                      | 0                         | N/A                       |
| Traffic Sign                           |   | 2                  |         |            | 2                      | 0                         | 83                        |
| Traffic Signal                         |   | 1                  |         |            | 1                      | 0                         | 106                       |
| Trash/Garbage Pickup                   |   | 0                  |         |            | 0                      | 0                         | N/A                       |
| Tree Service                           |   | 1                  |         |            | 1                      | 0                         | 65                        |
| Tree Service Emergency                 |   | 1                  |         | 1          | 0                      | -1                        | 0                         |



**Responsible Organization:**  
Law Department


**Data Source:**  
Law Department

**Related Strategy:**  
Effectively and fairly administer justice

**Definitions:**  
*ABO*: Alcoholic Beverage Outlet. A business that serves alcoholic beverages.

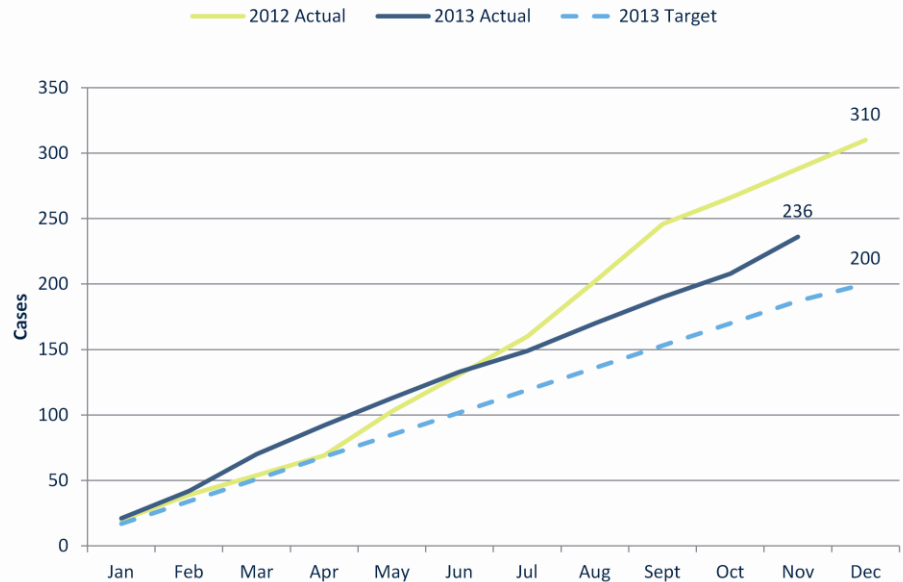
**Legend:**

- On Target
- ▲ Within 10% of Target
- ◆ Off Target

 Key measure that best indicates whether City activities are achieving the desired results

## The Law Department substantially exceeded its annual target of 200 ABO case filings.

 Number of tax and public nuisance cases filed before the ABO Board



| 2011   |             | 2012   |             | 2013       |               |        |
|--------|-------------|--------|-------------|------------|---------------|--------|
| Actual | Target Met? | Actual | Target Met? | YTD Actual | Annual Target | Status |
| 233    | ●           | 310    | ●           | 236        | 200           | ●      |



# Children and Families

**Goal: Promote the health and well-being of youth and families by ensuring that quality educational, economic, health and recreational programming opportunities are available for all.**

| Objectives and Strategies  | Outcome Measures  |
|--|---|
| <b>Improve health outcomes for City residents</b> <ol style="list-style-type: none"> <li>1. Improve access to healthcare for city residents (including access to mental health services)</li> <li>2. Provide public health services to City residents, including community health education and preventing the spread of communicable diseases</li> </ol>  | <ul style="list-style-type: none"> <li>• Rate of low birth weight babies</li> <li>• County Health Ranking (University of Wisconsin)</li> <li>• American Fitness Index ranking (metro) (American College of Sports Medicine)</li> </ul>  |
| <b>Support the development of strong and resilient youth and families, including children in schools</b> <ol style="list-style-type: none"> <li>1. Support increased student achievement and school success, including closing achievement gaps</li> <li>2. Encourage the development of strong and resilient families</li> <li>3. Support the social and emotional needs of youth</li> </ol>  | <ul style="list-style-type: none"> <li>• Graduation rate</li> <li>• LEAP test passage rates</li> <li>• Teen pregnancy rate</li> <li>• Truancy rate</li> </ul>   |
| <b>Provide high-quality cultural and recreational opportunities to City residents and visitors</b> <ol style="list-style-type: none"> <li>1. Support cultural institutions and experiences</li> <li>2. Provide recreational opportunities to residents</li> </ol>  | <ul style="list-style-type: none"> <li>• Citizen satisfaction with culture and recreational opportunities (UNO Quality of Life Survey)</li> <li>• Registered arts and culture nonprofit organizations per 100,000 population</li> </ul> |
| <b>Facilitate the provision of effective human services to City residents</b> <ol style="list-style-type: none"> <li>1. Provide quality, secure housing to residents and reduce homelessness</li> <li>2. Ensure a safety net of needed services is available to all residents</li> <li>3. Ensure residents' access to a variety of healthy nutritional options</li> <li>4. Honor the service of veterans and wounded warriors by recognizing their unique needs</li> </ol> | <ul style="list-style-type: none"> <li>• Point-in-Time homelessness count</li> <li>• Food Insecurity Rate (US Department of Agriculture, Feeding America)</li> </ul>  |



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**Responsible Organization:**

New Orleans Mosquito, Termite, and Rodent Control Board

**Data Sources:**

New Orleans Mosquito, Termite, and Rodent Control Board  
311

**Related Strategy:**

Provide public health services to City residents, including community health education and preventing the spread of communicable diseases

**Legend:**

- On Target
- ▲ Within 10% of Target
- ◆ Off Target

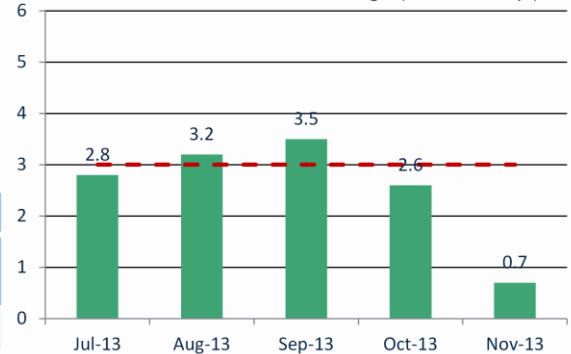


Key measure that best indicates whether City activities are achieving the desired results

## The Board substantially exceeded its number of days to respond to mosquito service requests

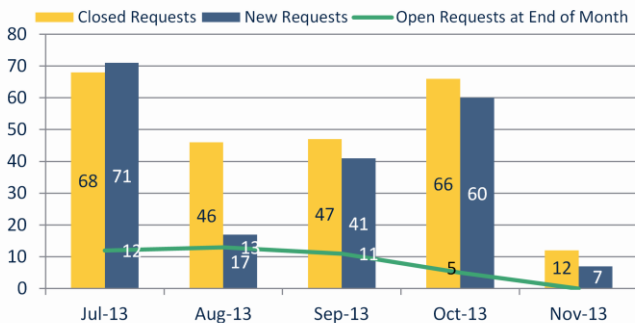
**Key** Average business days to respond to mosquito service requests

2013 Actual Target (3 Business Days)

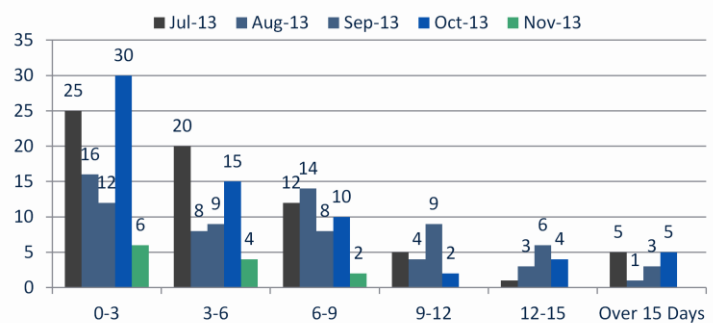


| 2013       |               |        |
|------------|---------------|--------|
| YTD Actual | Annual Target | Status |
| 2.6        | 3             | ●      |

### 311 Mosquito Control Service Requests



### Days to Close Mosquito Control 311 Requests



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**Responsible Organization:**

New Orleans Mosquito, Termite, and Rodent Control Board

**Data Sources:**

New Orleans Mosquito, Termite, and Rodent Control Board  
311

**Related Strategy:**

Provide public health services to City residents, including community health education and preventing the spread of communicable diseases

**Legend:**

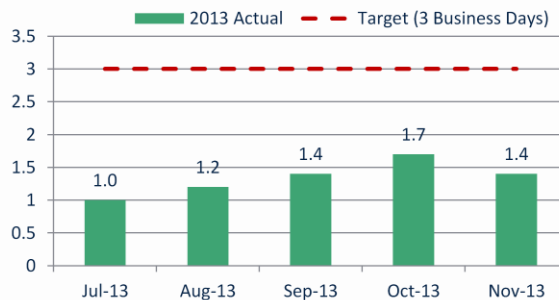
- On Target
- ▲ Within 10% of Target
- ◆ Off Target



Key measure that best indicates whether City activities are achieving the desired results

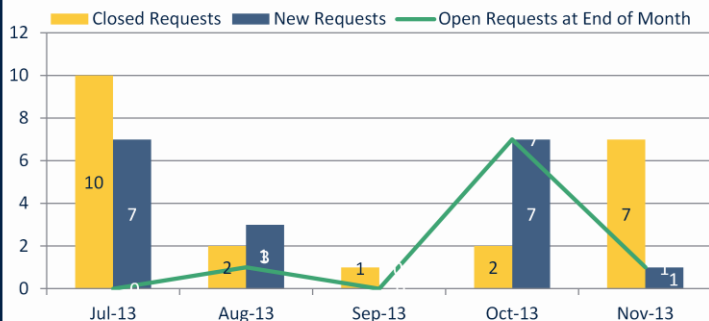
## The Mosquito & Termite Control Board substantially exceeded its target number of days to respond to rodent service requests

### Average business days to respond to rodent service requests

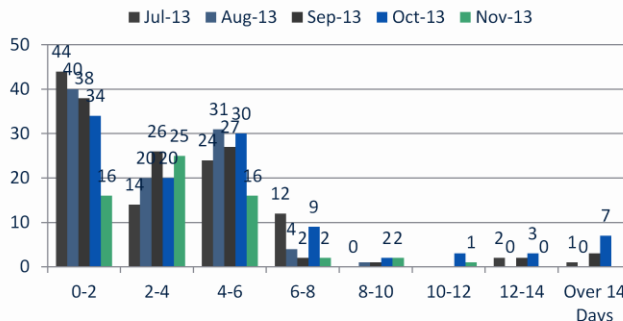


| 2013       |               |        |
|------------|---------------|--------|
| YTD Actual | Annual Target | Status |
| 1.3        | 3             | ●      |

### 311 Rodent Follow-up Inspections



### Days to Close 311 Rodent Requests



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# Evaluation Form

- Are you a city employee or a member of the public?
- On a scale 1-5, how useful was this meeting to you (1= least useful and 5= most useful)?
- What's working?
- What's not working?

